



## DEFINITIVE PROPOSAL FORM 1.6

### OPERATOR RECRUITMENT AND STAFFING PLAN

Luma Energy (the Qualified Respondent) hereby acknowledges and affirms that the attached documentation (i) constitutes its full and complete submission for Definitive Proposal Form 1.6, (ii) meets the requirements described in Section 4.1.6 (*Operator Recruitment and Staffing Plan*) of the RFP and (iii) addresses the topics below, at a minimum.

Capitalized terms not defined herein shall have the meaning set forth in the Request for Proposals for Puerto Rico Electric Power Transmission and Distribution System issued by the Puerto Rico Public-Private Partnerships Authority on February 1, 2019 (as amended, the "RFP") or the final form of the Puerto Rico Transmission and Distribution System Operation and Maintenance Agreement (the "O&M Agreement"). If there is a term defined in both, and their definitions conflict, the definition in the O&M Agreement shall prevail.

#### 1. General

- a. Organizational chart outlining general organizational structure proposed and clearly identifying the Qualified Respondent's key personnel to be involved in the proposed structure (identifying their relevant qualifications and experience)
- b. Description of any portions of the work that will be subcontracted, identifying categories that the Qualified Respondent expects to be locally subcontracted.
- c. List of subcontractors, descriptions of activities each subcontractor will perform and a detailed description of the strategy for managing subcontractors.
- d. Detailed description of the Qualified Respondent's proposed approach to using local entities and the activities they will perform.

#### 2. Recruitment and Staffing Plan

- a. Detailed description of the proposed recruitment and staffing plan, including:
  - i. Job classifications, descriptions (including documentation of responsibilities and duties), and necessary qualifications (i.e., education, licenses, skills, etc.).
  - ii. Qualified Respondent's proposed approach to dealing with a predominantly Spanish-speaking workforce and managing inter-cultural interactions.
- b. Hiring plan to fill all personnel positions, including proposed timelines for recruitment and training, strategies for outreach, recruitment, screening and enrollment of personnel.
- c. Estimated number of PREPA employees that the Qualified Respondent expects to employ, the expected benefits for such employees and descriptions of the proposed selection criteria regarding such employees.
- d. Detailed description of the proposed review of employee pension and benefit plans, including transfer plans or credit, if any, of existing employees and their accrued benefits and seniority.

- e. Detailed description of the proposed approach to the development of a labor relations plan, including:
  - i. Existing work rules that the Qualified Respondent would propose be removed from collective bargaining arrangements currently in place.
  - ii. Changes and/or amendments to existing collective bargaining arrangements.
- f. Detailed description of the proposed approach to the development of employee retention program.
- g. Detailed description of the proposed approach to the development of employment policies, procedures and handbooks.
- h. Detailed description of the proposed approach to reviewing employment applications, conducting interviews and hiring staff.
- i. Description of how the Qualified Respondent would manage staffing and personnel during emergencies, including organization and communication strategies during the duration of an emergency.
- j. Description of the roles and responsibilities of off-site staff, if any, that will support in the performance of the services and a qualitative (expertise and experience) description of that assistance.

### **3. Training Plan**

- a. Detailed description of the Qualified Respondent's proposed approach to training and development of employees, including:
  - i. a description of the proposed curriculum of initial and ongoing training program for each major staff category, including the Qualified Respondent's approach to identifying industry-informed curriculums and how it would develop and update training curriculums;
  - ii. a description of key training tools and deliverables (i.e., electronic platforms, delivery of manuals and materials to trainee);
  - iii. information on relevant health and safety training programs; and
  - iv. information on who will provide the training (include instructors, additional technical staff and non-technical staff) and the number of hours of training per year.

*[Signature page follows]*

Luma Energy

**QUALIFIED RESPONDENT**

Company Name

Gerald Albert Ducey, Jr.

Name of Qualified Respondent's  
Authorized Official

Authorized Representative

Title

Signature of Qualified Respondent's  
Authorized Official



Date

November 25<sup>th</sup>, 2019

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# OPERATOR RECRUITMENT AND STAFFING PLAN

November 25, 2019



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# 1. GENERAL

## A. ORGANIZATIONAL CHART

### 1.0 ORGANIZATION STRUCTURE

Luma Energy (LUMA), the Operator, will be focused on the transformational objectives of the electric system. Our proposed organizational structure is more horizontal than PREPA's current configuration, and a definitive move away from directorate silos. Communication must take place not just up or down reporting chains, but across functional areas. Our proposed organizational structure will allow teams to work across departments to support critical operations and customer service, and to transform the utility while lowering costs. The Operator organization that will drive this is summarized in Figure 1 on the subsequent page; it is subject to any new information we discover during the Front-End Transition Period.

ServCo will be led by a President & CEO, who will be the senior-most executive of the organization and will report to ManagementCo's Board of Directors.

One of the key areas of focus will be to create a culture that prioritizes service delivery and teamwork. The goal will be to promote communication and collaboration across the departments and allow easy access to information, encouraging change throughout the organization to break down any silos that exist.

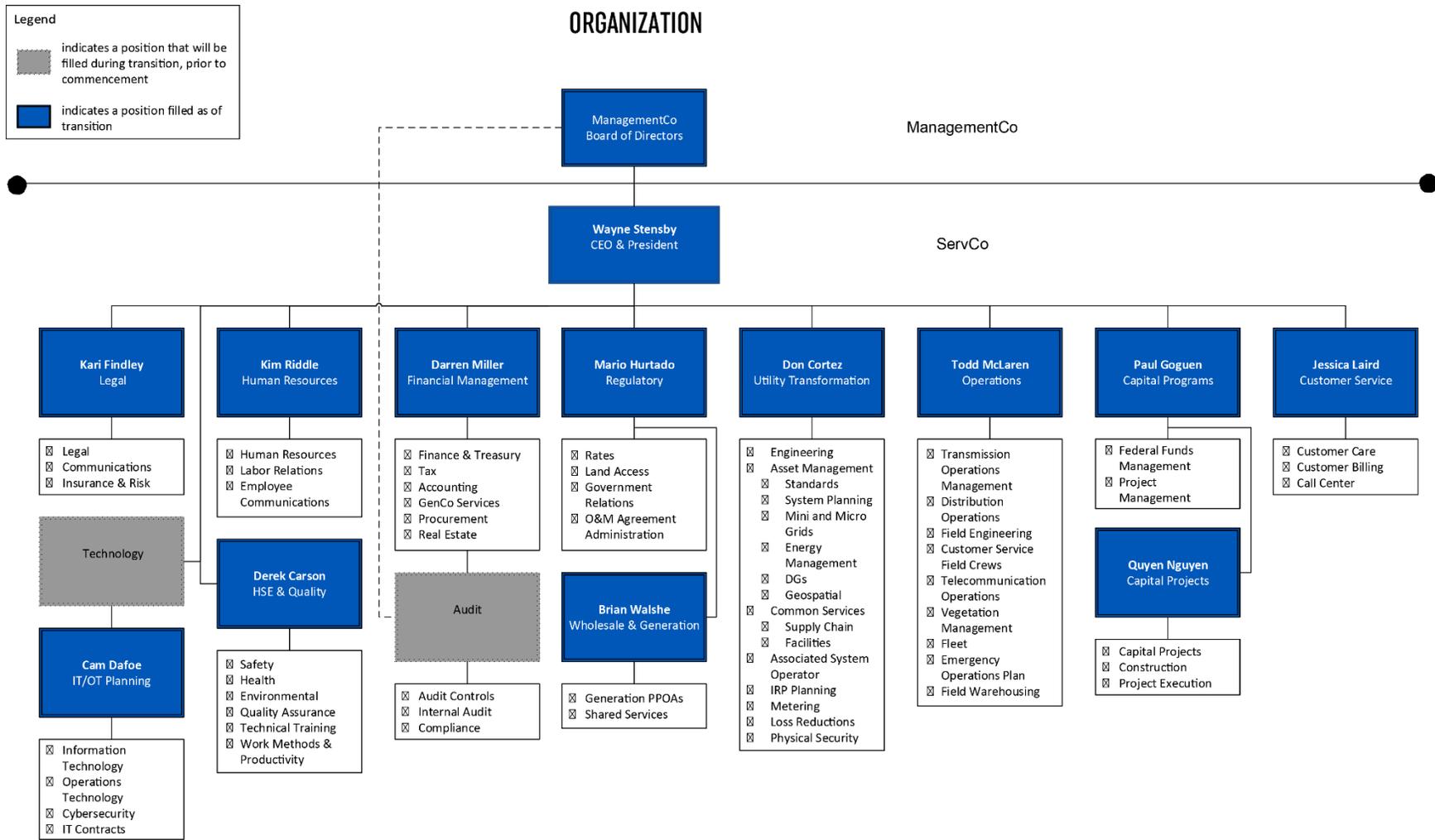


Figure 1: Organization chart

### *Legal Department*

The Legal department will manage the legal, insurance and risk functions of LUMA as well as the public, including media relations. This team will be responsible for clearly communicating LUMA's message to the public and key stakeholder groups, as well as monitoring press and social media to understand public sentiment about the utility service.

### *Technology Department*

The Technology department will provide support for LUMA by planning, developing, delivering and supporting reliable, timely, secure and cost-effective systems and services to transport, process and store information throughout the organization. This department will be responsible for the architecture, hardware, software and networking of all computers and equipment in the in the company.

### *Human Resources Department*

The Human Resources (HR) department will encompass all HR functions including employee communications and engagement, total rewards (compensation, benefits and pension administration), talent acquisition, management and development, community investment, labor and employee relations, and HR compliance. LUMA will implement a "human resources business partner" model that will offer experienced HR professionals to work directly with LUMA's senior leadership to develop and direct and HR program that closely supports organizational goals.

### *Safety, Health, Environmental & Quality Department*

The Safety, Health, Environmental & Quality department will ensure the implementation of safety, health, environment and quality standards throughout LUMA's various departments (see also DP 1.4, Section 1.M). Using the Safety, Health, Environment and Quality Integrated Management System (IMS), the department will improve compliance with environmental standards, ensure that industrial health programs are carried out according to the regulations LUMA will abide by and implement a quality assurance program focused on safety and reliability in operations.

### *Financial Management Department*

The Financial Management department will include the following key teams of LUMA: Finance, Treasury, Tax, Accounting, Compliance and Real Estate. This department will provide accounting services and manage the overall finances of LUMA. Its responsibilities include recording accounts, paying bills, tracking assets and expenditures, managing payroll and keeping track of critical tax documents. It will also provide functions that include planning, organizing, auditing and accounting for and controlling LUMA's finances, including producing LUMA's financial statements.

### *Audit Department*

The Audit department will be responsible for reviewing and maintaining audit controls, compliance and internal auditors. This department will have a dotted line to the board of directors for Board of Directors.

### *Regulatory Department*

The Regulatory department will be responsible for liaising and ensuring compliance with PREB, the Administrator and other applicable regulatory and government agencies as laid out in the O&M Agreement. The department will oversee the implementation of the approved customer rates, prepare any rate cases with PREB and, in general, ensure that LUMA complies with regulatory requirements and contract standards under the O&M Agreement. The department will also manage land access rights, other activities undertaken as the agent of the Owner in property matters, compliance with applicable Power Purchase and Operating Agreements (PPOAs) and the shared services function.

### *Utility Transformation Department*

The Utility Transformation department will undertake many of the programs that will ensure the sustainability, reliability, resilience and innovation of the electric sector.

This department will house the engineering, asset management, planning, loss reduction and technical expertise. It will transform LUMA into a modern, technically proficient, reliable organization that better caters to customers. This department will set the system standards and be responsible for technical implementation of new initiatives, such as distributed generation, interconnection standards, microgrid and minigrid design and renewable energy — working closely with team members from the Regulatory department on these initiatives. The Emergency Operations team will also be in the Utility Transformation department.

### *Operations Department*

The Operations department will focus on providing safe, reliable electric service and effective operations and maintenance practices to drive improved performance across the department. This team will receive “customer interface” training. They will also focus on systems and training to ensure that information flows expediently to and from the Customer Service department — ultimately to provide customers with accurate and timely information.

The Consortium observed that, under PREPA’s current structure, a material number of field service personnel are assigned to the Customer Service department. In LUMA’s organization, these lineworkers and other technical workers will be part of the new Operations department. Containing all lineworkers and technical workers, the Operations department will execute all field operations, including transmission and distribution line maintenance, substation work, new connections and all associated line work and activities on other physical assets used to deliver electric service. The consolidation of these activities in the Operations department will better allow us to cross-train field workers and improve our ability to shift resources based on system demands. As we outline in Definitive Proposal Form 1.4, these resources will receive training on how to deliver exceptional customer service, as they will be the first point of interaction in the field for many customers.

### *Capital Programs and Projects Department*

The Capital Programs and Projects department will drive improvements in system resilience and reliability through new construction.

This department will focus on executing the capital investment program for the electric system. It will also arrange new investments in the electric grid laid out in the Grid Modernization Plan, Integrated Resource Plan and System Remediation Plan. The department will manage federal funds and manage and implement capital programs. It will contain some of the current Project Management Office and Office of Federal Funds Management.

### *Customer Service Department*

The focus of the Customer Service department will be to provide a superior customer experience. This department will oversee all functions that interact directly with customers who call or walk into the offices, including responding to customer inquiries; accepting counter payments; managing the call center, the web presence and app-based interactive tools for customers; and managing the whole meter-to-cash cycle.

### *Wholesale & Generation Department*

This department will manage the PPOAs on behalf of LUMA. It will be in charge of administering any wholesale energy activities and it will also manage and administer the services that will be carried out under the Shared Services contract.

## **2.0 LEADERSHIP TEAM**

The Board of Directors will provide governance, strategic guidance, compliance and oversight. The board will include Dr. Roger Urwin and Pat Wood III, whose qualifications are described below. Other board members will be nominated equally from ATCO and Quanta.

### *Roger J. Urwin, PhD, C. B. E*

#### *Director*

Dr. Urwin is a Director of ATCO Ltd. and the Chair of ATCO Australia Pty Ltd. He has worked in gas, electric and telecom utilities throughout his career, retiring at the end of 2006 as Group Chief Executive of National Grid PLC. He played a key role in establishing National Grid's international strategy and its successful expansion into the U.S., creating one of the largest investor-owned utility companies in the world.

Dr. Urwin was Managing Director and Chief Executive of London Electricity from 1990 to 1995. He was non-executive Chairman of Utilico Investments Limited until October 2015 and has been a special advisor to Global Infrastructure Partners, an international infrastructure investment fund. He was Chair of Alfred McAlpine plc from 2006 to 2008.

Dr. Urwin is a Commander of the Order of the British Empire. He has a Physics degree and a Doctorate from the University of Southampton, U.K.

### *Pat Wood, III*

#### *Director*

Pat Wood is an energy infrastructure developer and has had a long career in the energy industry. He is the past Chairman of the Federal Energy Regulatory Commission and the Public Utility Commission

of Texas. In his regulatory career in the natural gas, transportation, telecommunications and electric power industries, Mr. Wood was a forceful advocate for competitive, well-monitored markets and robust infrastructure investment. He is best-known for his role in building the Texas competitive power industry and expanding organized wholesale power and natural gas markets across the U.S.

Mr. Wood's development focus is on new power system infrastructure. He is President of Hunt BEE Network, an energy storage business. Mr. Wood is also the Lead Independent Director of integrated solar company, SunPower, and a Director of utility construction firm Quanta Services, Inc.

Mr. Wood holds a Bachelor of Science degree from Texas A&M University and a Juris Doctor degree from Harvard Law School. He serves on the Executive Board of Big Brothers Big Sisters Lone Star, the National Petroleum Council, the National Renewable Energy Laboratory External Advisory Council and the Texas A&M Smart Grid Council.

We are relocating a world-class management team to Puerto Rico. The combined experience of our senior leaders amounts to hundreds of years of successfully leading utility operations teams, building major energy infrastructure on time and on budget and navigating the unique challenges of moving utilities from public to private operation. We also specialize in bringing financial accountability, information technology enhancement and transparency to organizations. We are proud to have Spanish-speaking bilingual executives who have led the turnaround of electric service in Latin America and the Caribbean.

Our team's top professionals have trained utility employees to work safely and at higher competency levels. As we detail in our bid proposal, we are committed to establishing a new NLC campus to train the next generation of Puerto Rico's craft-skilled workforce. This will be a key investment in the successful modernization of the grid and economic growth in Puerto Rico. Additionally, we are accustomed to working with local businesses, and plan to subcontract with qualified local service providers. We believe this practice will maximize economic activity in communities across Puerto Rico.

**Wayne Stensby**  
*CEO & President*

Wayne Stensby brings over 30 years of experience in the energy and electricity industry. He is the Executive Vice President of Corporate Development for Canadian Utilities Limited (an ATCO Company) and is currently responsible for the leadership, strategy and direction of Canadian Utilities global corporate development, including its Canadian midstream business and its LATAM operations.

Most recently, Wayne held the role of Managing Director, Electricity Global Business Unit for Canadian Utilities Limited, where Wayne was responsible for the operations, strategy and development of Canadian Utilities electricity related businesses.

Prior to leading the electricity businesses, Wayne was Managing Director and Chief Operating Officer for ATCO Australia where he led ATCO's Australian operations.

Wayne joined ATCO in 1988 and has held a wide variety of increasingly senior operational, commercial and engineering leadership positions, including multiple assignments in Australia, Canada, and the U.K.

Wayne holds a Bachelor of Science in Electrical Engineering from the University of Alberta and is registered as a Professional Engineer.

**Derek Carson**  
*Health, Safety, Environmental & Quality*

Derek Carson has more than 20 years of experience in safety, health, environmental and quality leadership roles within the electric utilities industry. In his current role at Quanta Services, Derek provides support to all of Quanta's operating units in the areas of industrial hygiene, environment, quality and overall injury prevention. His experience includes expertise implementing safety and environmental management systems, developing behavior-based safety programs that reinforce good safety behaviors and drive down the number of safety incidents, implementing vehicle accident reduction initiatives, conducting incident investigations, developing risk assessments and using root-cause analysis methodologies to drive permanent change.

In addition to the years spent at multiple utility companies, Derek worked for the U.S. Department of Labor in the OSHA division and brings with him a strong background in regulatory compliance.

Derek holds a Bachelor of Science in Industrial Hygiene from Ohio University and has Certified Safety Professional (CSP) and Certified Professional Environmental Auditor (CPEA) designations.

**Donato (Don) Cortez**  
*Utility Transformation*

An experienced utility operations executive and business development professional, Don Cortez has a proven track record in creating and implementing strategic plans to improve business. Currently, Don is responsible for developing electric and gas utility business opportunities for Quanta Services. He brings with him significant amount experience in utility operations step-change management, both

nationally and internationally, with positive results, increasing shareholder value and customer satisfaction. Specifically, Don has experience leading the operations and maintenance of utilities in multiple Latin American countries.

While at IBM, Don developed large business deals in the global utilities market, collaborating with executives in China, Taiwan, Oman, Australia, Brazil, Chile, South Africa, Mexico, Korea and the U.S.

At CenterPoint Energy, Cortez oversaw the electric and gas business technology strategy including the smart grid program, which encompassed the major equipment selection, overall architecture direction, contract negotiations and Public Utility Commission of Texas smart meter deployment agreements. He managed and coordinated with personnel to oversee process improvement in gas and electric utilities, telecom services, fleet services, land and field services, geographical information systems (GIS), central shop services, contractor services, distribution engineering, central metering and safety and environmental services.

Lastly, Don led and managed emergency response planning within electric utilities, including developing a utility asset damage prediction model used to estimate labor resources for power restoration, storm restoration duration, power system actual storm damage assessment processes and procedures and emergency operating plans to minimize the power system outage time.

Don holds a Bachelor of Science in Electrical Engineering from Texas A&M University. He is fully English-Spanish bilingual and thrives in leading diverse individuals and teams.

### **Cam DaFoe**

#### *IT/OT Planning*

As an IT executive for ATCO, Cam DaFoe applies his extensive background in relationship management, influencing, negotiating, problem-solving, oral and written communications, executive selling, planning and strategizing within the IT function. Cam has built and led a team of trusted advisors for his client organization. He works with multiple functional areas in organizations, including customer information systems, workforce management, asset management, meter management, customer care, dispatch, geographic information and land management. Cam's IT experience extends across IT portfolio management, project accounting, lifecycle upgrades, Windows 10, Oracle Financials, Oracle Cloud, IBM Maximo, application outsourcing (Wipro) and migration to cloud computing.

Formal training and on-the-job experience have given Cam exposure to — and a broad perspective on — numerous aspects of utility operations including business functions, regulatory environment, application systems, capitalization and revenue generation.

Prior to his work at ATCO, Cam spent over 30 years with IBM Canada Ltd. where he worked with business clients on managing business priorities, scheduling, dependencies and resources over complex project portfolios to build and execute governance programs in support of proper IT management.

Cam earned a Bachelor of Science in Psychology from University of Alberta and completed a number of executive programs through Harvard Business School (IBM Certification Program), the University of Michigan (Stone and Webster Utilities Executive Program) and Queen's School of Business (Public Executive Forum). Cam is certified as a Certified Client Executive from IBM and as a Business Relationship Manager from the Business Relationship Management Institute.

### ***Kari Findley***

#### *Legal*

Kari Findley currently serves as Senior Legal Counsel Lead for strategic transactions at Quanta Services. In this role, she has immense experience in structuring corporate operations, bidding on concessions, devising tax structure and preparing agreements between publicly traded companies for limited partnerships in both the utility and telecommunications space.

Kari has over 25 years of experience in mergers and acquisitions, drafting and negotiating documents and working closely with executive leadership to close strategic corporate acquisitions. Kari has an extensive history working with foreign and domestic corporations and joint ventures.

Kari has a Bachelor of Arts in Economics, Managerial Studies and Political Science from Rice University and earned her Doctor of Jurisprudence from the University of Texas School of Law.

### ***Paul Goguen***

#### *Capital Projects*

Paul Goguen has more than 32 years of utility experience in progressively responsible engineering, project management and executive roles. He is skilled with executive management and oversight of major electricity transmission and distribution projects and programs, and with managing and coordinating planning, operations and maintenance activities of transmission, distribution and telecommunications systems.

In his current role as Senior Vice President, Project Development, Paul's has overall responsibility for providing integrated direction, management and leadership in the business planning efforts of major projects for ATCO. His strengths include identifying, evaluating and implementing projects to grow ATCO in existing and new strategic markets. Paul provided regulatory oversight on the deferral application for the \$1.35 billion Eastern Alberta Transmission Line (EATL) project and served as the Director responsible for the operations and divestiture of the West Fort McMurray 500 kV Transmission Line — Alberta Power Line project.

Previously, Paul was the Senior Vice President and General Manager for Transmission and Distribution at ATCO. His overall responsibility comprised of ATCO's transmission and distribution business, including; system operations, maintenance, asset and work management, quality management, risk management, project and construction management, engineering, procurement, commercial, finance and accounting, regulatory, health & safety, environment, customer care and billing and metering and meter data management functions.

Paul holds a Bachelor of Science (Hons) in Mechanical Engineering from Queen's University and a Master of Business Administration from the University of Alberta. In addition, Paul is a Professional Engineer, earning and maintaining his designation since 1986.

***Mario Hurtado***

*Regulatory*

Mario Hurtado has over 25 years of experience in the electric utility, renewable energy and natural gas sectors. As a Co-Founder and Executive Vice President of Clean Line Energy Partners, Mario led the development of a \$2.5 billion transmission line to connect 4,000 MW of renewable energy produced in the Oklahoma Panhandle to utilities in the Southeast U.S. In this role, Mario managed teams that received public utility commission and environmental approvals in Oklahoma and Tennessee and created and managed a public-private partnership with the U.S. Department of Energy. His team obtained permits and hundreds of miles of easements necessary to construct this 720-mile project.

Hurtado also managed operations for and new project development at a regional power generation business in Central America and the Caribbean. He has negotiated and executed large utility acquisitions and led transitions for several former public electric utilities in Brazil and Colombia. He is fully English-Spanish bilingual, is fluent in Portuguese and proficient in French, and has led diverse teams across multiple countries.

Mario received his Bachelor of Arts in Political Science from Columbia University. He pursued his Master of Arts in International Relations with concentrations in International Economics and Latin American Studies at the Nitze School of Advanced International Studies, Johns Hopkins University.

***Jessica Laird***

*Customer Service*

Jessica Laird brings over 15 years of specialized experience in customer service, billing and retail. In her various roles at ATCO, Jessica has led and implemented change for the ATCO retail business, ATCO Energy Ltd., as well as ATCO Electric. She focuses on the ongoing development of the customer experience using Lean Six Sigma methodologies.

In her career, Jessica has set up new billing systems from the ground up; developed and documented all customer service policies, processes, procedures and training modules for staff; created customer satisfaction surveys; and implemented process improvements based on these results.

To enhance the customer experience, Jessica focuses on driving key metrics across customer service teams, decreasing customer call times and increasing customer satisfaction by implementing a wide variety of innovative programs.

Jessica holds a Bachelor of Commerce in Organizational Analysis & Marketing from the University of Alberta.

***Todd McLaren****Operations*

Todd McLaren has over 25 years of utility experience in varying roles and over 11 years in an executive capacity on transmission, large distribution and substation construction projects. In his current role as Vice President, Engineering and Construction, Todd is responsible for the overall operations and maintenance of ATCO's transmission, distribution and telecommunication system, as well as project management, supply chain, project construction, commissioning, asset management, land and property functions.

Todd has successfully executed and managed challenging, multidisciplinary projects to completion. He is skilled in providing management and oversight through the full lifecycle of significant large-scale utility projects, including major storm and wildfire response.

Most notably, Todd was responsible for the construction planning, tender development and award, contractor management and regulatory matters for ATCO's \$1.3 billion Eastern Alberta Transmission Line.

Todd majored in Finance at Olds College and minored in Law at Texas State University.

***Darren Miller****Financial Management*

With more than 30 years of experience as a financial and accounting leader, Darren Miller most recently served as the Chief Financial Officer of Quanta Marine Services, LLC. Darren is a proven financial executive with multi-faceted experience in fast-paced entrepreneurial environments. He specializes in areas of financial analysis and management, operational accounting, administrative services, mergers and acquisitions, risk assessment and management, internal controls and auditing, and process improvement.

Darren has successfully led change implementations in energy, marine, industrial service and construction companies, both nationally and internationally. Most recently, Miller managed the setup of a permanent establishment in Mexico, enabling Quanta Marine Services to be a key contractor for the Sur de Tejas offshore pipeline from Texas to Mexico.

Darren holds a Bachelor of Business Administration in Accounting from Lamar University and is a Certified Public Accountant.

***Quyen Nguyen****Capital Projects*

An electrical industry executive, Quyen Nguyen has over 25 years of experience in project development and execution. In his current role as Vice President, Projects and Construction, at ATCO, he manages and oversees all aspects of major transmission and worker accommodation projects and programs. He has expertise in managing and coordinating all maintenance activities of both transmission and telecommunication systems, as well as completing engineering design for all aspects of transmission line, substation and telecommunication facilities.

Most recently, Quyen was responsible for the engineering, construction, procurement project control and overall execution of the \$1.2 billion Fort McMurray West 500 kV Transmission Line project and the \$1.3 billion, 500 kV Eastern Alberta Transmission Line (EATL) project. In addition, Quyen led the Site C Worker Accommodation project, a \$580 million 1,800-person lodge. His vast experience and record of delivering projects on schedule and on budget were key to meeting the compressed schedules of these projects.

Quyen holds a Bachelor of Science in Electrical Engineering from the University of Alberta and is a licensed Professional Engineer.

### ***Kim Riddle***

#### *Human Resources*

Kim Riddle currently serves as the Vice President of Human Resources (HR) for Quanta Services. In this role, she leads all HR functions, including full accountability for \$130 million in consolidated benefits, retirement plans, HR compliance, diversity and inclusion, organizational performance, employee retention and other critical areas. Kim collaborates closely with the CEO, Board of Directors and senior management, assessing business objectives and designing global HR strategies and initiatives. She coordinates a full range of support tasks for 46,000 employees globally, including workforce planning, internal training, workforce development, employee relations, executive/staff compensation, auditing and onboarding processes. Kim is responsible for the enhancement of company culture and influence in the community, a mission that she cares deeply about.

Kim has headed due diligence for over 20 acquisitions at Quanta and has facilitated rapid integration into the Quanta organization. Prior to joining Quanta, Kim held various HR leadership positions, including Vice President of Human Resources for Hercules Offshore. Over her 25 years in the HR field, she has specialized in energy-, utility- and healthcare-related industries. In these fields, Kim has driven strategies that maximize organizational performance and accelerated growth. She excels at creating employee motivational programs that start from the top down, helping managers embrace styles that are proactive in employee retention.

Kim earned her Bachelor of Arts in Journalism from the University of Houston and possesses both Senior Professional in Human Resources (SPHR) and SHRM Senior Certified Professional (SHRM-SCP) designations.

Kim has a Master of Business Administration from the University of Michigan and a Bachelor of Science in Civil Engineering from Northeastern University.

### ***Craig Schutt***

#### *Transition Program Manager*

Craig Schutt has over 30 years of experience in project management leading large scale EPC projects. In his various project management roles with ATCO, Craig has been responsible for leading and directing the design build, the direction of EPC and routing/regulatory contractors, overall project management and project controls. He has prior knowledge and experience with managing the requirements of P3 projects and successful completions. Specifically, the West Fort McMurray 500 kV Transmission Project was energized 90 days in advance of the Target Energization Date.

In addition, Craig was responsible for the North East Transmission Development Project (NETD), a \$600 million project to increase the transmission system capability around Fort McMurray, Alberta. In this role, he provided leadership and direction to project teams for NETD. He has a large amount of experience in developing and implementing project processes and management tools required for any project, including master contract management systems, inter-project material appropriation systems, resource planning, progress reporting requirements and integration with the project management offices.

Craig has a Bachelor of Science in Engineering from the University of Alberta and achieved his Project Management Professional (PMP) certification from the Project Management Institute.

### **Brian Walshe**

#### *Wholesale Generation*

Brian Walshe has over 25 years of experience across a wide range of areas within the energy and utility industries. He has primarily focused on power plant and transmission and distribution operations, renewable energy strategies, generation wholesale markets and business integration planning. Brian has provided services to over 300 electric power generation plants of all technologies around the world. These services include leading or supporting technical or commercial due diligence on scores of thermal and renewable projects and providing expert witness testimony in utility regulatory proceedings.

For over 12 years of his career, Brian has lived and worked outside of North America and is English-Spanish bilingual. Prior to forming ION Consulting, Brian was employed with McKinsey & Company, Navigant/Metzler & Associates and Stone & Webster Inc. In all of these positions, he focused exclusively on the energy and utility industries and provided consulting services to over 80 utility and regulatory clients on four continents.

## **B. SUBCONTRACTED WORK**

### **1.0 SUBCONTRACTED PORTIONS OF WORK**

Some utility functions are less cost effective for LUMA to perform with its own workforce. Subcontractors will be used for time-limited or specialized work that requires specific technical skills not held by Operator employees. The restoration and rebuilding of the electric system will require subcontractors specialized in construction activities to carry out construction projects, especially larger transmission projects. Below is a current list of major areas that we intend to be subcontracted. This list may be modified based on determinations made during the Front-End Transition Period.

We intend for the responsibility of managing federal funds to be carried out by Consortium member IEM. IEM will create and implement processes for administration, tracking and compliance with all applicable laws and regulations pertaining to use of federal funds on behalf of the Owner. LUMA's Office of Federal Funds Management will also work to maximize the use of federal funds. We expect that qualified engineering and/or construction subcontractors will carry out portions of the large capital

investment projects. This will be done in compliance with the Federal Procurement Manual where applicable.

As part our plan, there will be major renewals and updates of IT hardware and software. This implementation will be under the direction of LUMA Information Services team using qualified third-party vendors and consultants specific to the hardware and/or software implementation.

Portions of Operator workforce training may be completed under contract with our Consortium affiliate's new Puerto Rico training center, which will be more cost effective than using internal resources. We are committed to constructing a brand-new Northwest Lineman College (NLC) campus training center in Puerto Rico. This represents a significant investment and is a game-changing value-add proposition. The Puerto Rico NLC campus will be critical for improving workforce retention by providing best-in-class training programs locally.

We will make reasonable efforts to use members of the unions for work required by LUMA rather than contracting such work out. We intend to meet quarterly to review the use of contractors, discuss upcoming work and explore ways to minimize the use of contractors when union members are available and capable to perform work.

Work that LUMA may contract out includes those circumstances where the work to be performed: (a) covers peak workloads when sufficient internal resources are not available; (b) replaces internal resources when they are completing special assignments; (c) is of a short-term nature; or (d) requires skills that are considered to be special and not available internally, not available for individual hire in the employment market or not required on a permanent basis.

At this time, we do not have other plans to outsource major areas in the Operator's scope of services. However, we may adjust based on needs and costs we identify during the Front-End Transition Period and operations.

## 2.0 LOCAL SUBCONTRACTING

For various reasons, some work will need to be subcontracted instead of performed in house. The decision on whether to subcontract work or perform it in house will be made according to the following criteria:

1. Internal workforce availability to perform identified scope to required timeline;
2. Availability in house of specialized skills needed to perform work to the required timeline; and
3. Cost to perform the work with subcontractors relative to in-house cost.

For all post-commencement contracted work, the decision to subcontract and the process of selecting and awarding work to subcontractors will follow defined procedures. During transition, we will assess current procedures and create new ones as necessary. At a minimum, these procedures will define the qualifications required to become an approved subcontractor, decision criteria to bi-source or sole-source the work and the specific requirements and process for conducting a competitive solicitation. We will also be cognizant of any contracting-out clauses contained in any of the Collective Bargaining Agreements (CBAs).

All categories of work are generally candidates to be subcontracted locally (in Puerto Rico). Local firms will be the first and primary source of contractors that we consider. Areas of work for subcontracting will be reviewed and assessed during transition but, post-commencement, we expect them to include:

- Construction and maintenance (potentially all scopes);
- Specialized services and/or staff augmentation for:
  - Human Resources;
  - Environmental;
  - Customer Service & Call Center;
  - Legal;
  - Engineering;
  - Finance & Accounting;
  - IT Support;
  - Security;
  - Fleet Maintenance; and
  - Telecom; and
- General services, including:
  - Facilities maintenance and support;
  - Logistics/drivers; and
  - Food services.

## C. LIST OF SUBCONTRACTORS

### 1.0 LIST OF SUBCONTRACTORS

At this time, we have not identified specific scopes of work to be subcontracted post-commencement, or the specific names for each subcontractor that could be considered. There are a number of local contractors we have been in conversation with regarding subcontracted support to be provided during the transition. Presumably, these contractors would be available post-commencement as well to support related to areas they addressed during transition. The broad categories for which we held discussions with potential contractors for transition support — and which could also potentially provide post-commencement support — are listed below.

*Table 1: List of subcontractors*

| CATEGORY TO POTENTIALLY BE SUBCONTRACTED   | POTENTIAL SUBCONTRACTOR CANDIDATE (IF KNOWN)   |
|--|--|
| <b>Legal Advisory Services</b>             | DLA Piper (local office)   |
| <b>Environmental</b>                       | ERM (local office)   |
| <b>Property Management &amp; Logistics</b> | Several negotiations underway with local office  |
| <b>IT</b>                                  | Accenture Consulting<br>Deloitte Consulting<br>Smartbridge<br>Mobius Consulting<br>Oracle Consulting |
| <b>Metering</b>                            | MDM/MAM Vendors  |
| <b>Generation</b>                          | ION Consulting   |
| <b>Customer Service</b>                    | Talk Desk  |
| <b>HR</b>                                  | Human Capital Consulting   |
| <b>T&amp;D</b>                             | Quanta Technology  |
| <b>Finance &amp; Accounting</b>            | PWC Audit  |

### 2.0 SUBCONTRACTOR MANAGEMENT STRATEGY

Specific requirements for contractor management post-commencement will be defined during transition and will reflect obligations of the Federal Funds Procurement and Non-Federal Funds Procurement manuals. All these obligations for post-commencement management of subcontractors will be itemized in detailed written procedures during transition. The general elements of these procedures will address:

- **Documentation requirements:** including the scope of services to be provided, pricing and any relevant items related to that specific scope of work;

- **Legal requirements:** including considerations such as the individual in the Consortium responsible for the contract, confidentiality, liabilities, intellectual property and any related terms and conditions;
- **Reporting requirements:** including required detailed reports and the frequency required of such reports during the contract term; and
- **Annual review:** including appropriate performance assessment and details related to annual contract renewal if appropriate.

## D. APPROACH TO USING LOCAL ENTITIES

The Consortium is committed to breaking down employment barriers and creating a lasting, positive legacy through programs that encourage mentorship, education and employment in every community we serve.

Our operations, especially those in locations outside major cities, need local vendors and subcontractors to supply a variety of goods and services, which presents a great opportunity for local businesses or community involvement. For this reason, and because of our commitment to strong corporate citizenship, we engage subcontractors from these communities for tasks for which they qualify. In our service territory, this typically includes tasks like earthworks, site works, sourcing equipment and supplies, trucking and hauling material and site services like laundry, commissary and recycling. More skilled workforces are deployed as appropriate to their qualifications.

In operating Puerto Rico's T&D system, our end goal is to create a world-class electric utility that ultimately drives economic growth and development for all Puerto Ricans. We intend to use qualified Puerto Rican contractors with roots in the communities where we will be working. We will fully engage with municipalities and communities to help promote economic development.

We believe that engagement with the community will increase stakeholder support for utility activities, build stronger ties to customers and provide value to Puerto Rico.

## 2. RECRUITMENT & STAFFING PLAN

# A. PROPOSED RECRUITMENT & STAFFING PLAN

## 1.0 JOB CLASSIFICATIONS

During the Front-End Transition, each team will develop a department-specific people strategy, which will include determining the number of roles required for each department/function. Criteria to determine the number of required employees will include:

- Requirements of the Operator organization structure;
- Workload;
- Process changes; and
- Customer needs.

Provided below are draft job descriptions for core, strategic and support roles to run the T&D system effectively. *Core* job classifications are considered to be essential roles that relate to operational excellence and revenue production. *Strategic* job classifications are roles that are vital to achieving strategic goals and affect the future success of the organization. Lastly, *support* job classifications represent the roles that keep internal operations working smoothly. The table below summarizes classifications for approximately 75 percent of the jobs that will be needed. We intend to offer multiple levels within each job classification.

Table 2: Job classifications

| CORE  | STRATEGIC   | SUPPORT  |
|---|---|--|
| <ul style="list-style-type: none"> <li>▪ Lineworkers — T&amp;D Lines, Construction, Maintenance</li> <li>▪ Technicians — Electrical, Substation, Telecommunications</li> <li>▪ Customer Service Representatives</li> <li>▪ Clerks — All Departments</li> <li>▪ Dispatchers — T&amp;D</li> <li>▪ Field Revenue Investigators</li> <li>▪ Collections Agents</li> <li>▪ Meter Readers</li> <li>▪ Meter Testers</li> <li>▪ Mechanics — Fleet</li> <li>▪ Equipment Operators — Heavy, Light &amp; Specialized</li> <li>▪ Crew Leaders — T&amp;D, Construction</li> <li>▪ Laborers</li> <li>▪ Utility Tree Trimmers</li> <li>▪ Warehouse Workers</li> </ul> | <ul style="list-style-type: none"> <li>▪ Supervisors — T&amp;D Lines, Construction, Customer Service, Distribution, Engineering, Fleet, Office, Technical Services, Tree Trimming, Warehouse</li> <li>▪ Managers — General, District</li> <li>▪ Engineers — T&amp;D</li> <li>▪ Labor Relations Officials</li> <li>▪ Senior Leadership Positions*</li> </ul> | <ul style="list-style-type: none"> <li>▪ Administrative Assistants</li> <li>▪ Administrative Coordinators</li> <li>▪ Drivers (Non-Commercial)</li> <li>▪ Health &amp; Safety Representatives</li> <li>▪ Project Managers</li> <li>▪ Financial Analysts</li> <li>▪ Information Technology Partners</li> <li>▪ Human Resources Business Partners</li> <li>▪ Communications Specialists</li> <li>▪ Fleet Analysts</li> <li>▪ Real Estate Specialists</li> <li>▪ Risk &amp; Insurance Specialists</li> <li>▪ Attorneys</li> <li>▪ Investigators</li> </ul> |

\*Senior Leadership Roles will be clarified and defined during the Transition Plan.

Copies of these job descriptions along with the minimum standard Operator Employment Requirements are located in Annex IV, Operator Employment Requirements.

Early in the Front-End Transition period, we will finalize all job descriptions. ServCo will post all job descriptions for each department and proceed with the interview/evaluation process based on the descriptions posted.

## **2.0 APPROACH TO DEALING WITH SPANISH-SPEAKING WORKFORCE**

We firmly believe that we will be able to effectively communicate with Puerto Rico's workforce.

Several members of LUMA leadership are native Spanish speakers, and many Transition team members are bilingual in both languages. We have strategically placed them in roles that will support the flow of communication.

Key HR staff have already begun learning Spanish in anticipation of a rapid deployment to Puerto Rico. As the Transition period begins, all transition team members will have the opportunity to complete a Spanish immersion program and will provide resources for individuals to learn and/or further their knowledge of the Spanish language. We are committed to ensuring that all formal communications will be delivered in both Spanish and English throughout the transition period and moving forward.

We recognize that honoring the language, cultural nuances and local business customs is extremely important. We intend to fully acclimate to Puerto Rico, learn what motivates employees and develop relationships with key personnel and business partners who are local. Lastly, we intend to hire approximately 30 translators who can accompany Consortium team members throughout the transition period to ensure that messages are appropriately understood. If the need arises, we have the ability to quickly deploy additional translators.

## **B. HIRING PLAN**

We will develop an overall people strategy that includes a detailed hiring plan. Our industry-leading practices and experience will be used to bring a refined process for identifying the top talent during the hiring process. Through acquisitions and greenfield new businesses, we are accustomed to identifying the people needs of the business, recruiting, attracting the right talent and using a hiring process that ensures that the business will have the proper human resources to be successful. We have used this methodology in more than 200 acquisitions and in establishing new businesses.

We value the knowledge and skills of current PREPA employees and intend to employ as many existing PREPA employees as possible in the various new positions if they meet the job requirements. Applicants must have the required skills, knowledge and experience required for the position and the willingness to be a part of a new corporate culture.

Our current hiring plan for ServCo is summarized below.

*Table 3: Hiring plan by period***HIRING PLAN ACTIVITY****FRONT-END TRANSITION PERIOD**

- Coordinate with each department to develop a department-specific People Strategy plan that complements the overall business strategy
- Determine the number of roles needed in each department
  - Finalize job descriptions and pre-hiring assessment tools per role
- Implement recruiting tool
  - Post all job descriptions identified for each department
  - Ensure that current PREPA employees apply for new, desired roles by leveraging existing relationships with PREPA and creating a communications campaign designed to encourage current PREPA employees to apply
- Assess current PREPA employees through interviews and evaluations
- Determine if the departments need to do any external hiring to supplement PREPA hires
- Create offer letters with ServCo's Terms & Conditions and put candidates through pre-screening
- Design comprehensive onboarding program to enhance the employee experience
  - Create and implement a robust new-hire orientation
  - Hold a welcome-to-ServCo event
  - Provide new hires with policies, procedures & benefits package

**O&M SERVICES PERIOD**

- Hire all qualified candidates into ServCo on day one of the commencement period
- Onboard all employees prior to and on commencement at multiple locations
- Migrate selected PREPA employees' info to ServCo
- Create touchpoint surveys and follow up with all newly hired employees at one-, three- and six-month increments to take the pulse of employee acclimation to ServCo
- Continuously conduct Operational Workforce Planning to identify talent gaps in the short term (present – 18 months) and Strategic Workforce Planning for long-term gaps (18 months – 5 years) focusing on a need to develop a pipeline of talent in Puerto Rico

## C. EMPLOYING EXISTING PREPA STAFF

### 1.0 NUMBER OF EMPLOYEES, EMPLOYEE BENEFITS, SELECTION CRITERIA

Our goal is for LUMA to employ as many qualified, current PREPA employees as possible. We anticipate that ServCo will hire approximately 85 – 90 percent of the PREPA employees, excluding employees who work in the Generation Directorate or would otherwise be assigned to GenCo and are unavailable to be hired by ServCo. Based on the occupied positions data as of August 24, 2019, provided to us in the data room, this would be about 4,070 employees. We expect successful applicants to have the skill, knowledge and experience needed for their positions and the willingness to be a part of a new corporate culture.

We plan for all current PREPA employees who qualify for ServCo positions to receive offer letters at least 30 days prior to the Target Service Commencement Date.

ServCo will provide benefits to all employees, including all former PREPA employees, who meet or exceed the requirements of Act 120 and any other applicable law. The specific benefits planned for ServCo employees are described in Section 5.0 of this Definitive Proposal Form 1.6.

## D. EMPLOYEE PENSION & BENEFIT PLANS

ServCo's approach to benefits will be executed through a comprehensive Total Rewards Program, encompassing a total compensation package that includes health and welfare benefits, employee wellness and retirement benefits. Our Total Rewards Program will make us market-competitive with other employees in Puerto Rico. All employees at ServCo will receive a competitive benefits package. To attract and retain a skilled workforce, we are committed to offering a competitive total rewards package, all while satisfying applicable Puerto Rican and federal requirements. We will work collaboratively with current key HR personnel at PREPA to develop a comprehensive total rewards strategy. We will develop action plans and programs pertaining to LUMA's proposed pension plan, health and welfare benefits plan and compensation approach.

ServCo's Total Rewards strategy will consist of three main components: a stable and secure retirement program; a comprehensive health and welfare program; and a competitive pay package with attractive incentive plans.

### *Stable & Secure Retirement Program*

The core retirement benefit provided by ServCo will be a competitive, fully funded retirement program that meets all requirements contained in the O&M agreement. The design details will be tailored to the objectives and needs of the ServCo workforce. Benefits are funded as they accrue and stay funded at or above 100%, with the option to have both employer and employee contributions. This means that the retirement plan structurally cannot be underfunded. A few key features of the retirement plan for employees who participate include that it:

- Provides lifelong income;
- Does not require complex investment decisions;
- Is expected to provide inflation protection;
- Allows portability for employees who change employers; and
- Maximizes the retirement benefit provided per dollar of contribution.

Our retirement communication approach will be robust. We will use a cascading communications strategy to drive employee understanding and engagement during and after the “retirement election” process, where employees choose their level of retirement plan contribution. The retirement plan communication approach will include videos, employee meetings and an online benefit modeling tool. Our top priority is a smooth transition for employees who elect to move from their existing retirement plan.

### *Comprehensive Health & Welfare Program*

Core benefits will include medical, prescription drug, dental, vision, life, disability, Employee Assistance Program, wellbeing and supplemental benefits. We will perform audits and compliance reviews on an ongoing basis. During transition, we will engage a broker and consultant for a detailed review of the current state of PREPA’s health and welfare benefits. This will include full data gathering of all plans, contracts, summary plan descriptions, experience and policies. We will benchmark plans for design, cost and contributions, all while ensuring compliance with Puerto Rican law (Act 120).

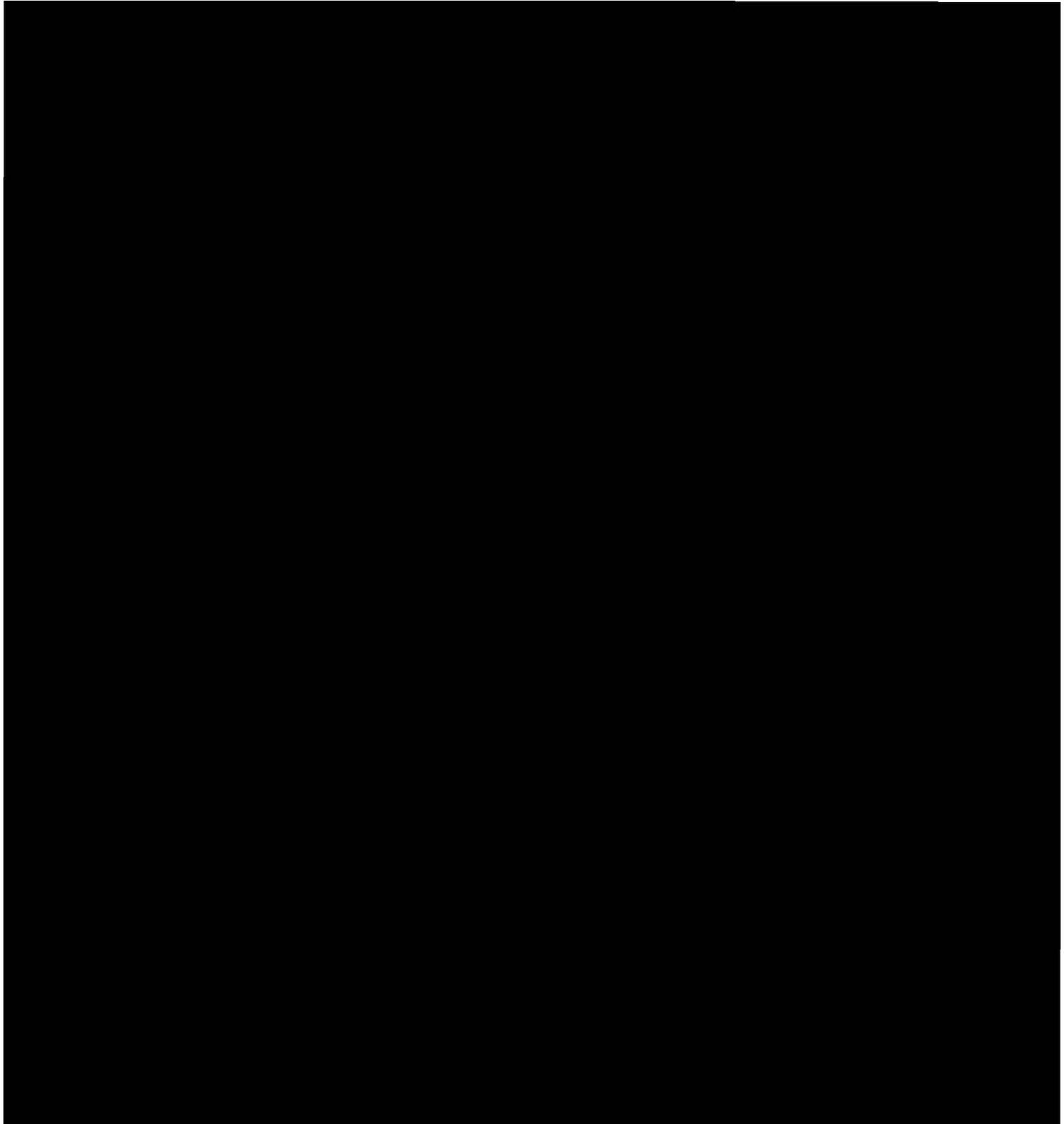
We will perform a demographic analysis, compliance review and assessment of funding arrangements, eligibility rules, retiree obligations, union obligations and bargaining schedules. Following this analysis, we will evaluate PREPA’s current vendor partners for all coverage and services. If LUMA chooses to change any coverage levels or plan designs, comprehensive employee communications that outline the changes will be created and distributed. By the Commencement date, LUMA will have selected a health-and-welfare benefits package that is equally or more favorable for employees than the current plan.

### *Competitive Pay Package with Attractive Incentive Plans*

We will offer a competitive pay package with attractive incentive plans that tie wages to performance, as well as employee recognition and reward programs (non-monetary) and an appropriate paid time-off program to ensure a healthy work-life balance. We will perform additional onsite due diligence to gain insight into PREPA’s current pay philosophy. Upon finalizing the job descriptions in Annex IV, Operator Employment Requirements, experienced compensation experts will perform market analysis of current compensation, including a salary survey for pay data. Collaborating with department functional leaders, we will create salary structures and a new compensation philosophy. All salary decisions for employee offer letters will be made in alignment with operational business strategy. Any employees identified as key Transition personnel and/or top talent will be offered retention bonuses to ensure the success of the transition.

## E. LABOR RELATIONS PLAN – CONFIDENTIAL

*The entirety of Form 1.6 Section 2.E is Confidential*



## F. EMPLOYEE RETENTION PROGRAM

At the first opportunity, we will be on site to begin assessing the workforce. Through formal and informal conversations, we will identify key transition personnel within PREPA. As soon as these individuals have been identified within each functional department and encouraged to apply for the applicable jobs, LUMA will offer retention agreements that stipulate bonuses paid contingent on certain key transition milestones being reached.

From a health-and-welfare perspective, we anticipate taking a high-level approach and continuing the status quo under the existing plans and contracts. We will consider medical, prescription drug, dental, vision, life, disability, Employee Assistance Program, well-being and supplemental benefits. We believe this approach will help ensure a smooth transition and help increase employee retention.

In addition to offering a competitive benefits package, we will ensure that employees realize the value of working for LUMA by offering competitive pay, attractive incentive plans that tie wages to performance (revenue-sharing), employee recognition and reward programs (non-monetary) and appropriate time off to support a healthy work-life balance.

## G. EMPLOYEMENT POLICIES, PROCEDURES & HANDBOOKS

Through the Front-End Transition phase, we will review and evaluate current employee policies, procedures and any applicable handbooks to identify gaps and enhance where needed. As we conduct these reviews in the Front-End Transition phase, we will also use ATCO and Quanta's employment policies as a starting point and apply Puerto Rican laws to develop and document core employment policies, which at minimum will include the following.

- Human rights;
- Equal employment opportunities;
- Employment relationship;
- Non-discrimination;
- Anti-harassment and anti-retaliation;
- Relationships in the workplace;
- Workplace safety;
- Code of ethics and business conduct;
- Anticorruption compliance and insider trading;
- Fair Labor Standards Act (FLSA);
- Family Medical Leave Act (FMLA);
- Americans with Disabilities Act (ADA);
- Personnel information systems usage; and
- Social media.

We will ensure that these policies have been reviewed with union representatives prior to implementation. Mini training sessions on the new policies will be given during new-hire orientation and through the onboarding process.

## H. APPROACH TO HIRING

We will place a team dedicated to interviewing and evaluating the PREPA employees who apply for jobs posted by ManagementCo. As soon as practicable during the Front-End transition Phase, we will host classes on best-practice interviewing techniques for all hiring managers. We will also provide a toolkit for managers that includes an introduction to LUMA's culture, mission and core values and suggested behavioral interview questions. The training provided to the hiring staff will be a refresher for some but, to ensure a consistent, compliant and non-discriminatory interview process, we will make this training mandatory. The hiring staff will be sufficiently trained to handle mass interviewing and, with the assistance of the recruiting tool, scheduling interviews will be quick and efficient yet tailored to each individual applicant/potential employee.

Applications will be reviewed electronically in the recruiting and application tool. After this initial screening, candidates will move into the assessment phase of the interview process. We will enlist the support of (at minimum) two Spanish-speaking recruiters to help conduct the in-person interviews.

We will be able to conduct interviews daily during the first three months of the Front-End Transition phase. After the interviews have been completed, we will move qualified applicants to the offer stage of the recruiting process.

## I. STAFFING FOR EMERGENCIES

When an emergency occurs, we will immediately activate our emergency response and business community plans (ER/BCMP), and one important component of that plan will be the Human Resource Emergency Response Plan. It is important to understand that the safety of our employees is paramount, and they will be our first consideration throughout an event.

We will ensure that employees affected by emergency conditions are provided with the required HR-related support services that will be helpful for them during a time of crisis. The HR team will be activated by the leader of the activated Emergency Operating Centers and receive direction from the Incident Commander. In a time of crisis, it is important for all employees affected by emergency conditions to be supported by the company. This approach ensures that the employees' immediate needs are met while the organization starts to respond to the emergency. This support will need to be consistent, fair and reduce any undue hardship to all employees. The intent is to get employees back on their feet, which will allow them to get back to work as soon as possible to support the organization and its customers during the event.

LUMA's assistance programs must be consistent, clearly communicated and understood by all employees — and must consider individual circumstances where possible. An HR team will be assembled as early as possible and will be focused on employee support and wellbeing. This team will ensure that strong communication and direction is provided throughout all levels of the organization, which will include collaborating with union leadership. This communication includes phoning all employees affected to confirm their safety, locations and when the next update or contact maybe required. During this contact we will gather alternate phones numbers and email addresses. We will explore all modes of communications like mass text, social media and Operator internet sites, among others. Communications will share the various topics and programs offered to employees during the crisis, which include the following;

- Hours of work and schedule changes, which will include timecard requirements;
- Evacuated or relocated employee living;
- Emergency financial assistance;
- Insurance;
- Employee and family assistance programs;
- Time-sensitive events;
- Volunteers; and
- Vehicles.

During the transition period, we will review all existing ER/BCMP, identify any gaps and develop a strong plan that will support employees and ensure a top-quality emergency response to all emergency events/crises.

## J. OFFSITE STAFF SUPPORT

The Consortium is committed to being present at and providing guidance to LUMA throughout the Front-End Transition period and after Commencement. Initially, most of the senior leadership positions at LUMA will be staffed by full-time executives drawn from the Consortium or hired directly by LUMA.

After commencement of operations, as the next generation of leaders is developed, most leaders originating from the Consortium will scale down as identified leaders from within will step into positions of greater authority. The ManagementCo Board will continue to provide policy, oversight and planning as needed. On select issues, LUMA may use the services of a high-level advisor from an affiliate who provides expertise to a key Operator issue.

For the HR function, the roles and responsibilities needed from outside ServCo are listed below. All listed HR offsite staff have between five and 25 years of experience in HR, in both the U.S. and Canada. These roles are critical for executing the overall Labor & People strategy for ServCo. The staff filling the roles described below have the necessary experience in integrating companies through:

- Mergers and acquisitions;
- HR and company due diligence;
- Total Rewards strategies for large and mid-size companies;
- Mass recruitment and employee onboarding;
- Training and development plans for all employees (individual contributors and leadership);
- Negotiating and working in heavily unionized environments;
- Creating employee engagement programs; and
- Mitigating risk through various employment laws/regulatory environments.

### *Human Resources*

- **Vice President of Human Resources** (Quanta): the overall HR lead responsible for organizational design and readiness, process improvement, talent evaluation/assessment, engagement, communication and morale.
- **Director of Human Resources** (Quanta): responsible for talent acquisition (recruiting and mobility), talent evaluation/assessment, training and development, leadership coaching/counseling, employee relations, labor relations, engagement, communication and morale.
- **Director of Total Rewards** (Quanta): manages the Total Rewards strategy and execution, including evaluating current benefits programs, retirement obligations, compensation and retention strategies, and developing new programs and communication throughout ServCo's creation.
- **Senior HR Business Partner** (ATCO): responsibilities include talent acquisition (recruiting and mobility), talent evaluation/assessment, training and development, employee relations, labor relations, engagement, communication and morale.

- **Labor Relations Analyst (ATCO):** conducts labor relations and people strategy development and execution.

#### *Safety, Health, Environmental & Quality*

- **Vice President of Safety, Health, Environmental & Quality (Quanta):** the overall safety, health, environmental and quality lead will provide general oversight; develop, implement and manage effective safety and health programs; provide strategic direction and leadership for initiatives; and model safety as a top priority of the organization.
  - **Senior Manager, Safety & Health (Quanta):** execution lead for injury prevention, task assessment, communications and regulatory compliance; oversee company safety programs, policies and procedures; build support by aligning with Operations to develop a vision and strategy to enhance an injury-free environment.
  - **Environmental Manager, Projects (Quanta):** provides development and implementation support for environmental programs and systems.
  - **Environmental Manager, Projects (Quanta):** provides environmental support for leases and owned property.
  - **Government Relations Manager, Projects (ATCO):** will provides environmental/land-access rights support.
  - **Corporate Quality Manager (Quanta):** responsible for the overall development, implementation and maintenance of the organization's Quality Management System (QMS), including QA/QC, continuous improvement, documentation and associated processes.
  - **President of Strategic Solutions for Northwest Lineman College/Workforce Development (Quanta):** provides oversight for craft-skilled labor training, including curriculum and delivery, training facilities, career progression and overall strategic initiatives for the craft-skilled labor workforce.

### 3. TRAINING PLAN

## A. TRAINING & EMPLOYEE DEVELOPMENT

### 1.0 CURRICULUM OF INITIAL & ONGOING TRAINING PROGRAMS

As we prepare for commencement, we will focus our training efforts into four different learning tracks: all employees; craft-skilled labor, leadership/frontline supervision/top talent; and individual contributors (non-craft-skilled labor). The curricula for these courses have already been developed and tested with the Consortium's workforce. We have partnerships with world-class training institutions and solutions offerings. These include The Ken Blanchard Companies, Acumen Learning, iSpeak and The University of Texas at Austin Texas Executive Education, to name a few. After translating the materials to Spanish, we will hold train-the-trainer workshops to get our training teams ready to deliver post-commencement.

#### *All Employees*

First and foremost, it will be extremely important to set expectations in the workplace. After LUMA leadership has defined the company's culture, mission and core values, all employees will be required to complete a number of training courses. Many of these will be a part of our onboarding training requirements and include General Workplace Safety, Respectful Workplace, Diversity & Inclusion, Unconscious Bias, Effective Communication, Managing Conflict, Microsoft Office Suite, Building Trust, Self-Leadership and Emotional Maturity/Emotional Intelligence.

#### *Craft-Skilled Labor*

Our focus for the proposed initial training will be to take the information from the workforce assessments and observations to identify immediate-needs training. In our experience, these topics are primarily focused on specific work methods/procedures, leadership training for crew leaders and electrical apparatus (e.g., transformers, re-closers, switching equipment).

For ongoing training, we first look at those topics needed for compliance, which are defined by the federal OSHA as skills that are required but which may not be used more than once per year. We will also review skills that are high risk, including energized work, grounding and bonding and any other topics where certifications need to be maintained. Ongoing training can also be delivered in the form of workforce development, such as apprenticeship or other types of progression-based training.

Our craft-skilled labor curriculum is owned and maintained by the Consortium's talented Curriculum & Instruction department. All programs and courses are periodically updated, and the content is configured and updated through our interaction with industry and technical advisory committees. We also have the capability to adjust content as needed based on end-of-course evaluations from both trainers and trainees. Our materials are updated in real time and, whenever changes are implemented, they are communicated and pushed out electronically to our trainers.

#### *Leadership/Frontline Supervision/Top Talent*

Frontline supervision will be key to our success as the Operator. As such, we will undertake significant effort to ensure that our supervisors are properly equipped and trained to lead teams. As part of this

effort, all supervisors will complete the following courses: First-Time Managers (where applicable); Business Acumen; Situational Leadership; Workplace Harassment Requirements for Supervisors; FMLA Training; FLSA Training; Interview Techniques; Performance Management; Relationship Building; and Generational Differences. A minimum of 12 months will be required to complete this training.

### *Individual Contributors (Non-Craft-Skilled Labor)*

Individual employees' learning curriculum path depends on their current set of skills, knowledge and behavior. That's why, in addition to the courses listed above, department leads will engage the Training department to develop a Workforce Development program for employees as the transition phase commences.

This will begin with assessing employee training policies, standards and practices as well as assessing and observing employees. After completing a skills gap analysis, we will create a phased plan to comprehensively address findings through learning and development opportunities and create Go-Forward Training Plans for the immediate and long terms.

## **2.0 TRAINING TOOLS & DELIVERABLES**

LUMA will use a blended learning approach, creating both formal, classroom training courses and web-based programs. We emphasize three phases of education: skills, knowledge and behavior. All our training solutions are centered on teaching the concept, providing examples, demonstrating the concepts and, where applicable, having the employees "teach" the concepts to peers. We believe peer-to-peer learning is critical for success and for employee engagement.

LUMA will use the Learning Module in the new Human Capital Management System (Cloud-based) that will be implemented during the transition period. Using this learning management system and its mobile capabilities, we will be able to engage all employees, anywhere and anytime. LUMA will easily be able to publish content, create media-rich tutorials (including video, formal learning, documents or external resources), assign learning tracks and curricula to teams and groups of employees and, ultimately, provide an excellent employee experience ensuring that they can succeed at their jobs and grow in the future.

For our craft-skilled labor, we will modernize existing or use new training facilities, with the idea that our employees will be completely engaged and performing the tasks that are required of them on the job. We practice "demonstration by the student," because it helps us show that our employees are qualified. We have a standardized footprint for our training yards that includes all necessary equipment.

## **3.0 RELEVANT HEALTH & SAFETY TRAINING PROGRAMS**

Between Quanta's Safety, Health, Environmental and Quality (SHEQ) team and the Northwest Lineman College's curriculum library, there is a wealth of content the Consortium can leverage to enhance the knowledge, skills and behaviors of employees. Our approach for Safety & Health training

programs includes identifying and addressing immediate safety-related training needs and delivering a variety of core and specialty training programs, such as those listed below.

Table 4: Core & specialty training programs

| NAME  | DESCRIPTION   |
|---|---|
| <b>CORE SAFETY &amp; HEALTH TRAINING PROGRAMS</b>                 |   |
| <b>Job Briefing</b>   | Provides a uniform methodology and outlines key components of job briefings   |
| <b>Cradle-to-Cradle</b>   | Protocols related to effectively using insulating rubber gloves and sleeves   |
| <b>Pre-Use Inspection of Rubber Protective Equipment</b>          | Protocols related to the effective inspection of insulating protective equipment  |
| <b>Qualified Observer</b>   | Identifying and using a qualified observer for critical tasks   |
| <b>Safety at Heights</b>  | Addresses fall hazards and protection associated with, among other things, aerial tasks performed while working on wood/steel poles, metal/lattice structures, transformers, vehicles and associated equipment  |
| <b>Lock-to-Lock</b>   | Protocols related to effective use of insulating rubber gloves and sleeves  |
| <b>Insulate-Isolate</b>   | Use of rubber insulating gloves and sleeves while performing distribution powerline tasks via live line tool method   |
| <b>Job Task Safety Analysis (JTSA)</b>                            | Instruction to the definition, need, benefits and use of a Job Task Safety Analysis. A JTSA is a safety management tool that focuses on job tasks and the associated hazards to identify those hazards before they manifest into a loss. Employees will also review commonly faced scenarios within their work environment and be asked to properly conduct a JTSA that will help identify and mitigate all hazards at the jobsite. |
| <b>SPECIALTY/ADDITIONAL SAFETY &amp; HEALTH TRAINING PROGRAMS</b> |   |
| <b>CIC Crane Certification</b>                                    | Accredited certification to upgrade and promote awareness and knowledge of safety, and the safe operation of crane operations   |
| <b>Confined Space</b>   | Provides awareness of permits, rules and regulations on the limited and restricted means for entry or exit of confined spaces not designed for continuous occupancy   |
| <b>Grounding &amp; Bonding</b>                                    | The Principles of Grounding course provides instruction on the proper methods of establishing an Equal Potential Zone (EPZ) and the relevant requirements   |
| <b>Qualified Rigger</b>   | Provides instruction on the standards that govern material handling (rigging) equipment inspection and use, and provides training on load calculations; applies to workers who may rig a load to be lifted and positioned and/or attach a load to a crane or derrick for the purpose of lifting and positioning that material   |

| NAME   | DESCRIPTION   |
|--|---|
| <b>Signal Person &amp; Side Boom Signal Person</b> | Provides instruction on the types of crane signals used at the worksite, the operations and limitations of the equipment and the relevant signal person qualification requirements  |
| <b>OSHA ET&amp;D 20-Hour Leadership</b>            | This OSHA-accredited course provides intensive instruction on OSHA safety regulations for electric generation, transmission and distribution equipment and systems. The OSHA ET&D 20-hour course is intended for foremen, general foremen and field supervisors.  |
| <b>OSHA ET&amp;D 10-Hour Leadership</b>            | This OSHA-accredited course provides an overview of OSHA construction safety regulations, with an emphasis on OSHA regulations for electric generation, transmission and distribution equipment and systems. The OSHA ET&D 10-hour course is intended for lineworkers and supervisory employees.                              |
| <b>Stepping Up to Supervision</b>                  | Training designed to hone leadership skills and encourage advancement in the various fields of the organization   |
| <b>Driving Safety</b>                              | Provides an awareness of the hazards of driving, including when distracted  |
| <b>Trenching &amp; Excavations</b>                 | Provides general awareness on the hazards and specific work requirements for operations involving trenching and excavations and the relevant compliance requirements  |
| <b>Stop Work Authority</b>                         | A course to build awareness of the responsibility and authority of all employees to cease work until a review of the activity can be concluded and the activity has been found safe to resume.  |
| <b>Peer Coaching</b>                               | Collaboration process where two or more professionals work together to reflect on current practices; expand, refine and build new skills; share ideas; teach one another; and solve problems in the workplace   |
| <b>Weights &amp; Forces</b>                        | General awareness on the forces associated with gravity pulling on a mass   |
| <b>SHEQ Onboarding Program</b>                     | Strategized, standardized and consistent onboarding program with an introduction to the company's mission and goals, core values, supporting departments, required training topics, best practices, lessons learned, job expectations and immediate engagement as attendees shadow an employee in the office and in the field |

In addition, we have courses and programs that support compliance and workforce development. Once we have completed our assessments, we will design a comprehensive Safety & Health training program that keeps workers safe and qualified.

#### 4.0 TRAINING INSTRUCTION

For craft-skilled labor training, we will partner with NLC and the training team behind the delivery of our curriculum. These training specialists are all journey-level tradesmen who meet the requirements for instructors and technical staff. Non-technical trainers include coordinators and administrative staff

who support our training specialists so that they can focus on quality instruction rather than administrative functions.

As a comprehensive assessment of the current PREPA workforce to identify gaps in skills, knowledge and behavior could not be completed during the pre-award diligence period and as each program is different, we cannot provide the number of hours needed each year for training. However, the following programs with defined training hours have already created for craft-skilled labor.

***Pre-Apprenticeship Program (Electrical Lineworker Program)***

This program requires 15 weeks at 480 total contact hours to prepare employees to be successful in apprenticeship.

***Apprenticeship (Lineworker Apprenticeship Program)***

This is a four-year program. Each year consists of 144 hours of related instruction (academic), plus 2,000 hours of on-the-job learning (OJL) each year. This configuration is required for compliance with U.S. Department of Labor (DOL) apprenticeship standards, so the program can be registered. Instructor face-to-face time earns employees continuing education units and the OJL is tracked in a work process schedule. NLC can work with the DOL to register the apprenticeship program, which means that successful participants will earn a US-DOL Certificate for Journey-Level Lineworker.

***Advanced Training***

There is no regulatory requirement for hours of advanced training, but we track these hours for accreditation reasons. In fact, all our training is designed to remain compliant with our educational accreditations. Trainees will either earn clock-hour credits or continuing education units; the amount varies based on the program or course.

## Appendix 1: Annex IV

## ANNEX IV OPERATOR EMPLOYMENT REQUIREMENTS

To be eligible for employment, all applicants must:

- Be legally authorized to work in the United States;
- Be at least 18 years of age (some positions may have other age requirements);
- Be able to pass a thorough background check (including criminal history record checks, previous employment verifications and references);
- Be able to pass a drug screening and medical assessment (where necessary); and
- Have a safe driving record (if applicable to the position).

In addition to the above list, a comprehensive list of individual job requirements will be listed on each job description. A preliminary listing of job descriptions for core, strategic and support jobs are outlined in the following Sections (A – C of this Appendix 1). These job descriptions have been assembled to reflect the needs of the business.

**A. CORE POSITION JOB DESCRIPTIONS**

## APPRENTICE JOURNEYMAN LINEWORKER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | Union      |

### POSITION OVERVIEW

Under the supervision of a licensed Journeyman Lineworker, this position will build, install, repair, maintain, construct and troubleshoot overhead transmission lines, overhead distribution lines, substations and communication systems.

### ESSENTIAL JOB SKILLS/DUTIES

- Participates in the development and complies with project safety plans
- Regularly participates in daily Job Hazard Analysis discussions and reviews
- Follows all safety policies and procedures and complies with Department of Transportation (D.O.T) rules and regulations
- Promotes proactive safety activities by observing, analyzing, encouraging safe work behaviors, conducting audits, following safety policies and procedures and correcting unsafe conditions.
- Ensures equipment is maintained and operating properly and any employee operating equipment is certified to do so
- Operates all equipment properly and safely including following the rules of the road while driving an vehicle
- Conducts a daily tailgate safety meeting and Job Hazard Analysis detailing the safe work plan associated with planned tasks
- Strings, splices, transfers, clips and sags wire in energized or de-energized circuits and connects wires and transformers as specified or directed
- Operates Pullers and Tensioners and other equipment involved in pulling wire
- Shortens or lengthens lines by adding or removing wire using a variety of splices, connectors, sleeves or clamps
- Regularly works above ground on poles or steel towers using climbers and a safety harness or operating man lift equipment, boom truck, crane or other specialized equipment
- Uses a variety of underground locating and fault-finding equipment
- Routes or re-routes power lines over, under or around existing lines and structures or in close proximity to energized lines
- Selects and utilizes a variety of “hot work” tools and makes use of rubber gloves, sleeves, line hoses, mechanical jumpers, fiber guards, blankets, bat wings and other protective devices s specified
- Works on multiple voltages as required
- Installs, removes, transfers, maintains and repairs cross arms, pines, insulators, guys, braces, transformers, switch racks and other overhead pole equipment using a variety of hand tools, equipment and power tools

- Installs and removes primary and secondary current transformers, cut-outs, disconnecting switches, circuit breakers and other overhead line devices
- Utilizes rigging block and tackle and winches to raise and lower equipment
- Performs line switching as directed
- Performs emergency repairs, phases and connects circuits under load and conducts load checks and balances feeders
- Inspects lines, poles, cross arms, braces and equipment for signs of damage or wear and tear
- Assists in carrying poles, digging holes, piking, and guying poles and other tasks involved in setting or replacing poles. Digs holes for poles or towers using power equipment such as an augur or power borer
- Installs ground wires and ground rods
- Erects steel towers and secures them to the footing
- Reads blueprints, schematics and other project documents required for construction
- Stakes line for new tower construction, clears right of way, builds right of way roads, builds stream crossings and landing sites to accommodate equipment
- Builds rebar cages for footings, prefabricates lattice footings and constructs forms for the above ground part of the concrete footer
- Sets up a hand line for tools, equipment and rescue
- Installs grounds and insulating devices on lines prior to beginning work
- Utilizes hot sticks or hot arms to establish a work area
- Digs trenches, lays out and installs grounding conductors and connections and conduit
- Established guard structures around roads, railroads and power lines
- Installs outdoor lighting and signals
- Assembles substation structures and I builds buss bars as needed and installs substation equipment to include transformers, insulators, circuit breakers, capacitors, circuit switches, disconnect switches, high-voltage fuses, voltage regulators
- Utilizes a broad array of hand tools, power assisted tools, meter, heavy equipment, hot sticks and climbing tools to perform responsibilities
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## **EDUCATION AND EXPERIENCE**

### **REQUIRED EDUCATION AND EXPERIENCE**

- High School Diploma or G.E.D.
- Knowledge of electrical utility construction practices to include overhead transmission, overhead distribution, substation, drilled pier foundation, street lighting and renewable energy projects
- Strong communication and interpersonal skills
- Must be able to read blueprints and specification to determine the scope of work: locations, quantities, and sizes of materials required
- Knowledge of tools required for tasks
- Ability to identify safety risks (DOT/OSHA) and the precautions required to eliminate those risks
- Ability to operate Bucket Truck and Digger Derrick

**LICENSES/CERTIFICATIONS**

- OSHA Certification, 10 Hour Minimum, 30 Hour Desired
- Valid driver's license and ability to obtain CDL
- Certified in CPR/First Aid and Pole Top Rescue
- Apprentice Journeyman Lineman certification

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 25% |
| <b>Overnight Required</b> | Yes |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom  |
| <b>Climb</b>               | Frequently  |
| <b>Kneel</b>               | Constantly  |
| <b>Grab</b>                | Constantly  |
| <b>Bend</b>                | Constantly  |
| <b>Lift/Carry Over</b>     | Over 51 lbs.  |
| <b>Vision</b>              | Vision acuity to operate vehicle when necessary       |
| <b>Hearing</b>             | Understanding sounds required for operating a vehicle |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Frequently |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Frequently |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | Constantly |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## CLERK

|                       |                  |
|-----------------------|------------------|
| <b>DEPARTMENT</b>     | Customer Service |
| <b>REPORTS TO</b>     | TBD              |
| <b>CLASSIFICATION</b> | Non-Exempt       |
| <b>UNION</b>          | TBD              |

### POSITION OVERVIEW

This position is responsible for providing routine clerical and/or customer service support to the business area. In addition, this position is responsible for greeting and interacting with customers and visitors.

### ESSENTIAL JOB SKILLS/DUTIES

- Schedule appointments and book meetings (including logistics)
- Receive and coordinate information using templates
- Sort and file materials
- Order and maintain supplies
- Process invoices
- Time and data entry
- Prepare, sort and distribute mail and courier packages
- Assist with special events
- Greet and interact with public and/or visitors
- Respond to and redirect customer inquiries
- Provide general information and maintain materials
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Two years of customer service experience
- Proficient skills in the use of computer applications (MS Office)
- Organizational and time management skills
- Strong communication skills (both oral and written)
- Attention to detail

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | No  |
| <b>Percent of Time</b>    | N/A |
| <b>Overnight Required</b> | No  |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## COLLECTIONS AGENT

- **DEPARTMENT**                      ▪ TBD
- **REPORTS TO**                        ▪ TBD
- **CLASSIFICATION**                ▪ Non-Exempt
- **UNION**                                ▪ TBD

### POSITION OVERVIEW

This position is responsible for collecting on delinquent customer accounts and resolving customer inquiries and issues in accordance with company guidelines.

### ESSENTIAL JOB SKILLS/DUTIES

- Resolves delinquent accounts by acquiring payment or making payment arrangements
- Handles high-volume inbound calls from customers with general billing inquires and delinquent accounts
- Researches/contacts references for customer and business accounts where credit decisions are required
- Provides customers timely and accurate information
- Performs applicable data entry
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- One year of collections experience
- Strong communication skills (both oral and written)
- Attention to detail
- Strong data entry skills

### TRAVEL REQUIREMENTS

- **Travels**                                ▪ No
- **Percent of Time**                    ▪ N/A
- **Overnight Required**                ▪ No

### PHYSICAL DEMANDS

- **Stationary Position**                ▪ Constantly
- **Climb**                                    ▪ N/A
- **Kneel**                                    ▪ Seldom
- **Grab**                                     ▪ Frequently



## CREW LEADER

|                       |     |
|-----------------------|-----|
| <b>DEPARTMENT</b>     | TBD |
| <b>REPORTS TO</b>     | TBD |
| <b>CLASSIFICATION</b> | TBD |
| <b>UNION</b>          | TBD |

### POSITION OVERVIEW

This job class is responsible for the coordination, scheduling, monitoring, inspection and quality control of construction work, either contracted or completed by company Line Crews, and to ensure that work is completed in a safe, efficient and expeditious manner.

### ESSENTIAL JOB SKILLS/DUTIES

- Determination and scheduling of work for contractors and company Line Crews, contractor liaison on design, site issues, material and scope of work.
- Construction closeouts and project turnover to the OIC.
- Test and inspect facilities.
- Participate in the development of annual contracts, preparation of project tenders, and ensuring that contractors perform in accordance with the terms of the contract.
- Project Management which include detailing construction plan requirements and provide construction input/expertise with (scope, budgets, constructability, operations, etc.), as required by members of the Project Team.
- Review and approval of contractor invoices, contractor PCRs, change requests, quality control, etc.
- Prepare construction expenditure updates and forecasts to complete the work, as required.
- Evaluate and determine resource requirements to complete above tasks.
- Support the development of business cases for additional resources.
- Undertake a lead role with Construction Inspectors in completing above tasks.
- Provide back-up coverage for Area Construction/Maintenance Supervisor, as required.
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Valid and appropriate vehicle operator's license
- Valid First Aid Certificate with CPR certification
- A minimum of five years of experience at the Journeymen PLT level.
- Previous leadership experience

- Incident investigation process experience
- Contractor and contract management and administration experience

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 20% |
| <b>Overnight Required</b> | Yes |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Frequently  |
| <b>Climb</b>               | Seldom  |
| <b>Kneel</b>               | Seldom  |
| <b>Grab</b>                | Frequently  |
| <b>Bend</b>                | Frequently  |
| <b>Lift/Carry Over</b>     | 31-50 lbs.  |
| <b>Vision</b>              | Vision acuity to operate vehicle when necessary       |
| <b>Hearing</b>             | Understanding sounds required for operating a vehicle |

## WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Seldom     |
| <b>Working Near/On Moving Mechanical Parts</b> | Seldom     |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Seldom     |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Seldom     |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Seldom     |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working*

*conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## CUSTOMER SERVICE REPRESENTATIVE

|                       |                  |
|-----------------------|------------------|
| <b>DEPARTMENT</b>     | Customer Service |
| <b>REPORTS TO</b>     | TBD              |
| <b>CLASSIFICATION</b> | Non-Exempt       |
| <b>UNION</b>          | TBD              |

### POSITION OVERVIEW

This position is responsible to respond to inbound inquiries through multiple channels in a manner that preserves the Company's excellent reputation. This position is also responsible for the timely and accurate completion of site, account and customer updates in Customer Service Information System, order creation, Customer Service Information System exceptions, charge and statement verifications, financial reconciliations and invoicing and market transaction traffic reporting. The Customer Service Representative is accountable for the information relayed to customers and the completion of tasks and expected to utilize tools, systems, resources and their utility knowledge to deliver exceptional customer service.

### ESSENTIAL JOB SKILLS/DUTIES

- Answer incoming customer, retailer and local office inquiries
- Use all available tools, resources, and decision making skills to manage inbound and outbound inquiries
- Review customer data to proactively identify issues
- Strive for First Call Resolution by validating customer understanding
- Respond to customer inquiries concerning billing charges, usage, and meter reads
- Provide information to customers related to energy management
- Calculate customer bills by performing complex rate formulas
- De-escalate callers whenever possible
- Escalate/transfer customer calls to the appropriate internal department when warranted
- Respond to emergency customer calls in potentially life-threatening situations
- Obtain and verify customer information to maintain the accuracy of Customer Service Information System
- Respond to and manage reception calls
- Adhere to metrics involved in scoring the quality of customer service, personal productivity targets and contribute to overall service levels
- Make suggestions for ways of improving processes
- Send customer service requests to the appropriate departments, following established guidelines
- Warm transfer customer using Concierge service to Retailers regarding billing and payment inquiries
- Complete outbound calling as required
- Review and Process exceptions, site, account and customer updates:
- Review data update requests via a variety of methods, for accuracy and confirm data aligns with Terms & Conditions and Distribution tariffs

- Process data update requests by entering into company applications
- Monitor, troubleshoot and utilize experience and process to resolve Work Queues/Reports associated with the life cycle of a site to resolve exception; such as but not limited to; Service Account follow up with WQ
- Investigate site equipment issues; follow established processes including the use of email and telephone with field operations, or other workgroups in the department to meet timelines and desired outcomes
- Follow established processes including the use of email and telephone with field operations, other workgroups in the department and customers to meet timelines and desired outcomes
- Identify and escalate all incidents including any quality defects
- Track and submit weekly status reports
- Charge/statement validation, financial controls, invoicing, market transaction traffic reporting and correspondence:
  - Perform post charging statement and charge check validation
  - Provide Retailer and Retailer agents with invoices including supporting data as required
  - Balance ledgers
  - Input of payment and invoice items
  - Capture the market transaction traffic information
  - Identify and escalate all incidents including any quality defects
  - Investigate returned mail, following established processes
  - Strictly adhere to privacy laws, Code of Ethics and Business Conduct and other applicable Rules
  - Utilize systems, processes and knowledge to resolve exceptions reporting and work queues
  - Review, determine and execute appropriate course of action
  - Track and submit weekly status reports
- Process integrity and knowledge transfer:
  - Contribute to the creation of business documentation and training
  - Support the yearly evergreen review of business documentation
  - Support cross-training initiatives and perform related processing
  - Support real-time process reviews
  - Identify enhancement recommendations to system and process
  - Support and participate in efforts to expand business knowledge across teams and workgroups
  - Adheres to internal standards, policies and procedures
  - Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Minimum 1 – 3 year(s) related experience
- Demonstrated ability to problem solve
- Customer Service background
- Demonstrated competency in Microsoft Office (Excel, Word, Outlook, SharePoint)
- Call Center experience is an asset

- Demonstrated ability to resolve account inquiries/issues utilizing Customer Service software and other resources
- Demonstrated accountability and reliability
- Demonstrated ability to adapt to changes in work environment, processes or systems
- Effective verbal and written communication skills for a business environment
- Strong analytical, problem solving, deductive reasoning and decision making skills
- Highly intuitive and self-motivated problem solver
- Ability to analyze process and provide recommendations or improvement
- Effective customer service skills
- Ability to utilize time management skills and work under tight timelines
- Demonstrated attention to detail
- Effective interpersonal skills to build and maintain relationships with colleagues and stakeholders
- Desire to participate in progressive learning and development
- Receive performance feedback professionally and constructively
- General knowledge of the electric utility industry

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | No  |
| <b>Percent of Time</b>    | N/A |
| <b>Overnight Required</b> | No  |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | N/A                                       |
| <b>Grab</b>                | N/A                                       |
| <b>Bend</b>                | N/A                                       |
| <b>Lift/Carry Over</b>     | Less than 5 lbs                           |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |

|  |     |
|--|-----|
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## DISPATCHER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

This position is responsible for receiving, analyzing, and dispatching of inbound/outbound emergency and non-emergency inquiries from internal and external customers. Receives and transmits information through a variety of communication channels and provides support to the organization as required.

### ESSENTIAL JOB SKILLS/DUTIES

- Obtain required details from internal and/or external customers, determine the priority of inquiry, and dispatch work to the appropriate personnel as required
- Understand and follow emergency guidelines and company instructions
- Coordinate and respond to resource requests from company personnel for materials, services and/or information
- Support the coordination of operations work and provide ongoing monitoring and utilization of company personnel
- Perform quality checks on pending service calls to ensure all process requirements are met
- Read and interpret company electronic plans to assist internal customers in understanding facilities
- Provide basic instruction and information to customers regarding the operation of equipment
- Participate in the ongoing maintenance of work area procedures, instructions, and related resource documents
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Strong computer keyboard skills are required. Must possess working knowledge of software applications including Microsoft Word, Excel and Outlook
- Knowledge of the workgroups current computer systems
- Experience taking emergency, priority and service calls along with the utilizing of dispatching systems
- Knowledge of customer service and field distribution operations
- Ability to read and interpret maps, coordinates and work plans
- Ability to work 12 hour shifts as required

- Must demonstrate sound judgement and decision-making skills, good verbal and written communication skills, learning ability, initiative, responsible work habits and the ability to work well both independently and in a team environment
- Ability to work and problem solve under tight deadlines and constraints in a professional and courteous manner with a customer service focus
- Ability to evaluate, prioritize and coordinate work in a fast paced and changing environment

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | No  |
| <b>Percent of Time</b>    | N/A |
| <b>Overnight Required</b> | No  |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | Less than 5 lbs.                          |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## ELECTRICAL TECHNICIAN

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

This role will have responsibility to install, maintain, and repair electrical wiring, equipment, and fixtures. Additional responsibilities include Ensuring that work is in accordance with relevant codes and staying up to date on current codes and policies.

### ESSENTIAL JOB SKILLS/DUTIES

- Plan layout and installation of electrical wiring, equipment, or fixtures based on job specifications and local codes
- Connect wires to circuit breakers, transformers, or other components
- Test electrical systems or continuity of circuits in electrical wiring, equipment, or fixtures, using testing devices, such as ohmmeters, voltmeters, or oscilloscopes, to ensure compatibility and safety of system
- Use a variety of tools or equipment, such as power construction equipment, measuring devices, power tools, and testing equipment, such as oscilloscopes, ammeters, or test lamps
- Inspect electrical systems, equipment, or components to identify hazards, defects, or the need for adjustment or repair, and to ensure compliance with codes.
- Plan layout of construction, installation, or repairs
- Install electrical components, equipment, or systems
- Test electrical equipment or systems to ensure proper functioning
- Inspect electrical or electronic systems for defects
- Create construction or installation diagrams
- Other duties as required

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Journeyman Electrical License
- Vocational Training
- A minimum of 5 years of related on-the-job experience

### TRAVEL REQUIREMENTS

|                           |              |
|---------------------------|--------------|
| <b>Travels</b>            | Yes          |
| <b>Percent of Time</b>    | 5%           |
| <b>Overnight Required</b> | Occasionally |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom                                    |
| <b>Climb</b>               | Constantly                                |
| <b>Kneel</b>               | Constantly                                |
| <b>Grab</b>                | Constantly                                |
| <b>Bend</b>                | Constantly                                |
| <b>Lift/Carry Over</b>     | Over 51 pounds                            |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Constantly |
| <b>Working On/Near Heavy Machinery</b>         | Constantly |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Constantly |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Constantly |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## FIELD REVENUE INVESTIGATOR

|                       |     |
|-----------------------|-----|
| <b>DEPARTMENT</b>     | TBD |
| <b>REPORTS TO</b>     | TBD |
| <b>CLASSIFICATION</b> | TBD |
| <b>UNION</b>          | TBD |

### POSITION OVERVIEW

The Field Revenue Investigator investigates activities to assure compliance with the company's standard requirements for electrical service to consumers. This includes coordinating all activities associated with the investigation of power theft, preparing reports with supporting documentation, and securing all evidence to document all findings.

### ESSENTIAL JOB SKILLS/DUTIES

- Reviews preliminary power diversion cases and decides whether to pursue further investigation
- Investigates cases pertaining to power theft on customer's premises
- Observes conditions to verify theft of power and secures evidence to document all findings
- Conducts interviews with customer enforcement officials at their premises and/or establishment, with or without the presence of law
- Prepares reports of investigations with supporting documents for use by administrative or legal authorities
- Establishes probable cause for prosecution of customer; participates in judicial proceedings on the Company's behalf
- Testifies in court at administrative hearings and in civil and/or criminal courts as an expert witness on power diversion and inquiries
- Provides instruction and assistance regarding the investigation of power theft to appropriate personnel (Meter Servicemen, Meter Readers) officials
- Develops and recommends new techniques to combat power diversion
- Conducts presentations to civic and special interest groups on power diversion
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Graduation from an accredited college or university with an Associate degree in electrical or mechanical engineering technology or related field
- Four (4) years of progressively responsible experience in meter service work, two (2) years of which must have been as a Meter Serviceman 1st Class or Diversion Specialist
- Knowledge of principles involved in meter service and investigative procedures
- Knowledge of the principles of electricity as they apply and affect the installation and removal of meters

- Knowledge of safety rules and regulations, occupational hazards and safety precautions of the trade
- Ability to express oneself in a clear and concise manner verbally and in writing
- Ability to read maps and other engineering drawings and specifications; also to follow diagrams and to make mathematical calculations
- Ability to obtain pertinent information through interviews; ability to prepare reports and presentations
- Ability to prepare complex reports and work papers
- Ability to analyze reports to insure compliance with applicable rules, regulations, policies and procedures
- Ability to understand and follow oral and written instructions
- Ability to react quickly and effectively in emergency situations
- Ability to establish a harmonious relationship with co-workers and to meet and deal tactfully with the public
- Ability to exercise good judgment and caution to avoid injury
- Skill in determining working conditions of meters and detecting and correcting minor malfunctions
- Advanced level of reasoning skills

## TRAVEL REQUIREMENTS

|                           |              |
|---------------------------|--------------|
| <b>Travels</b>            | Yes          |
| <b>Percent of Time</b>    | 5%           |
| <b>Overnight Required</b> | Occasionally |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |

|  |     |
|--|-----|
| <b>Working in High Places</b>                | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>   | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b> | N/A |
| <b>Outdoor Weather Conditions</b>            | N/A |
| <b>Work with Electricity</b>                 | N/A |
| <b>Work with Explosives</b>                  | N/A |
| <b>Risk of Radiation</b>                     | N/A |
| <b>Noise Conditions</b>                      | N/A |
| <b>Other Environmental Conditions</b>        |     |
| <b>Include:</b>                              |     |

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## FOREMAN LINEWORKER

|                       |     |
|-----------------------|-----|
| <b>DEPARTMENT</b>     | TBD |
| <b>REPORTS TO</b>     | TBD |
| <b>CLASSIFICATION</b> | TBD |
| <b>UNION</b>          | TBD |

### POSITION OVERVIEW

Under direction, this position directs and coordinates the work of Journeyman Lineworkers and field crews responsible for the installation, testing, and repair of aerial and underground electrical wire, fixtures, equipment, and performs related duties as required.

### ESSENTIAL JOB SKILLS/DUTIES

- Supervises Journeyman and field crews engaged in the maintenance and repair of electrical wires, fixtures, and equipment
- Prioritizes, schedules, and assigns work to Journeyman and their crews based on the extent of work required, urgency, and availability of resources
- Reviews work orders to assess project size and scope and determine resources required to complete jobs
- Assists in the preparation of detailed work reports indicating number of employees, job location, time spent on each job, and related information
- Coordinates the training of subordinate personnel in proper safety methods and procedures
- Conducts regular and unannounced inspections of work in progress to ensure completion according to specifications, work schedules, and applicable municipal codes
- Reviews and approves time and attendance records submitted by Journeyman
- Oversees the preparation of and completes staff performance appraisals and initiates and administers disciplinary actions as required
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Successful completion of a U.S. Department of Labor registered lineman apprenticeship training program and journeyman status, plus two years of journey-level lineman work experience, of which one year is in a supervisory role related to the responsibilities of the position; or an equivalent combination of education, training, and experience
- Knowledge of electrical utility construction practices to include overhead transmission, overhead distribution, substation, drilled pier foundation, street lighting and renewable energy projects
- Strong communication and interpersonal skills

- Must be able to read blueprints and specification to determine the scope of work: locations, quantities, and sizes of materials required
- Knowledge of tools required for tasks
- Ability to identify safety risks (DOT/OSHA) and the precautions required to eliminate those risks
- Ability to operate Bucket Truck and Digger Derrick

### LICENSES/CERTIFICATIONS

- OSHA Certification, 10 Hour Minimum, 30 Hour Desired
- Valid driver's license and ability to obtain CDL
- Certified in CPR/First Aid and Pole Top Rescue

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 40% |
| <b>Overnight Required</b> | Yes |

### PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Frequently  |
| <b>Climb</b>               | Frequently  |
| <b>Kneel</b>               | Frequently  |
| <b>Grab</b>                | Frequently  |
| <b>Bend</b>                | Frequently  |
| <b>Lift/Carry Over</b>     | 31-50 lbs.  |
| <b>Vision</b>              | Vision acuity to operate vehicle when necessary       |
| <b>Hearing</b>             | Understanding sounds required for operating a vehicle |

### WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Frequently |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |

|  |        |
|--|--------|
| <b>Risk of Radiation</b>                       | N/A    |
| <b>Noise Conditions</b>                        | Seldom |
| <b>Other Environmental Conditions Include:</b> |        |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## GENERAL FOREMAN LINEWORKER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | Operations |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | TBD        |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

Under direction, this position directs and coordinates the work of Journeyman Lineworkers and field crews responsible for the installation, testing, and repair of aerial and underground electrical wire, fixtures, equipment, and performs related duties as required.

### ESSENTIAL JOB SKILLS/DUTIES

- Supervises foremen and field crews engaged in the maintenance and repair of electrical wires, fixtures, and equipment
- Prioritizes, schedules, and assigns work to foremen and their crews based on the extent of work required, urgency, and availability of resources
- Reviews work orders to assess project size and scope and determine resources required to complete jobs
- Coordinates electrical construction work with other departments and contractors
- Coordinates the ordering of materials, tools, and equipment for assigned projects and authorizes requisitions submitted by foremen
- Supervises the preparation of detailed work reports indicating number of employees, job location, time spent on each job, and related information
- Coordinates the training of subordinate personnel in proper safety methods and procedures
- Conducts regular and unannounced inspections of work in progress to ensure completion according to specifications, work schedules, and applicable municipal codes
- Reviews and approves time and attendance records submitted by foremen
- Oversees the preparation of and completes staff performance appraisals and initiates and administers disciplinary actions as required
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Successful completion of a U.S. Department of Labor registered lineman apprenticeship training program and journeyman status, plus four years of journey-level lineman work experience, of which two years is in a supervisory role related to the responsibilities of the position; or an equivalent combination of education, training, and experience

- Knowledge of electrical utility construction practices to include overhead transmission, overhead distribution, substation, drilled pier foundation, street lighting and renewable energy projects
- Strong communication and interpersonal skills
- Must be able to read blueprints and specification to determine the scope of work: locations, quantities, and sizes of materials required
- Knowledge of tools required for tasks
- Ability to identify safety risks (DOT/OSHA) and the precautions required to eliminate those risks
- Ability to operate Bucket Truck and Digger Derrick

### LICENSES/CERTIFICATIONS

- OSHA Certification, 10 Hour Minimum, 30 Hour Desired
- Valid driver's license and ability to obtain CDL
- Certified in CPR/First Aid and Pole Top Rescue

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 10% |
| <b>Overnight Required</b> | Yes |

### PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Frequently  |
| <b>Climb</b>               | Seldom  |
| <b>Kneel</b>               | Seldom  |
| <b>Grab</b>                | Seldom  |
| <b>Bend</b>                | Seldom  |
| <b>Lift/Carry Over</b>     | 10-30 lbs.  |
| <b>Vision</b>              | Vision acuity to operate vehicle when necessary       |
| <b>Hearing</b>             | Understanding sounds required for operating a vehicle |

### WORKING CONDITIONS

|  |        |
|--|--------|
| <b>Wet or Humid</b>                            | Seldom |
| <b>Working Near/On Moving Mechanical Parts</b> | Seldom |
| <b>Working On/Near Heavy Machinery</b>         | Seldom |
| <b>Working in High Places</b>                  | Seldom |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom |
| <b>Outdoor Weather Conditions</b>              | Seldom |

|  |        |
|--|--------|
| <b>Work with Electricity</b>                   | N/A    |
| <b>Work with Explosives</b>                    | N/A    |
| <b>Risk of Radiation</b>                       | Seldom |
| <b>Noise Conditions</b>                        | Seldom |
| <b>Other Environmental Conditions Include:</b> |        |

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## HEAVY EQUIPMENT OPERATOR

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

This position will operate and maintain large commercial vehicles such as radial boom derrick truck (RBD), Single / Tandem axle truck trailer combinations, picker / knuckle boom trucks used in the construction and maintenance of power lines and other related facilities. Equipment includes; off road RBD/Nodwell (tracked vehicle), rubber tired / tracked excavators various trenching equipment and skid steer units.

### ESSENTIAL JOB SKILLS/DUTIES

- Transport vehicles and equipment to and from job sites
- Safely operate vehicles and equipment on jobsites in support of construction of power line projects
- Accurate and timely recordkeeping of logbooks for equipment and vehicles operated
- Accurate and timely upkeep of equipment / field maintenance requirements
- Load, haul and unload material, poles and electrical apparatus (transformers, regulators, etc.) required for power line construction and maintenance
- Assist crews in construction of overhead and underground electrical facilities and provide support in the training and development of Apprentice Powerline Technicians
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High school diploma or equivalent (GED)
- 2 – 3 years of related experience operating the different pieces of equipment
- Must hold a valid Class A CDL
- A valid operator's license / certification for all applicable pieces of equipment
- Vehicle and equipment maintenance experience and/or mechanical aptitude
- Strong interpersonal, team participation and communication skills
- Familiar with NSC as pertaining to operation of commercial vehicles
- Basic knowledge and understanding of electricity or previous experience working in the utility industry

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 25% |
| <b>Overnight Required</b> | Yes |

**PHYSICAL DEMANDS**

|                            |                                  |
|----------------------------|----------------------------------|
| <b>Stationary Position</b> | Seldom                           |
| <b>Climb</b>               | Frequently                       |
| <b>Kneel</b>               | Frequently                       |
| <b>Grab</b>                | Frequently                       |
| <b>Bend</b>                | Frequently                       |
| <b>Lift/Carry Over</b>     | Over 51 lbs.                     |
| <b>Vision</b>              | Vision acuity to operate vehicle |
| <b>Hearing</b>             | N/A                              |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Seldom     |
| <b>Working Near/On Moving Mechanical Parts</b> | Constantly |
| <b>Working On/Near Heavy Machinery</b>         | Constantly |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Seldom     |
| <b>Work with Electricity</b>                   | Seldom     |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

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## JOURNEYMAN LINEWORKER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | Union      |

### POSITION OVERVIEW

This position will build, install, repair, maintain, construct and troubleshoot overhead transmission lines, overhead distribution lines, substations and communication systems.

### ESSENTIAL JOB SKILLS/DUTIES

- Participates in the development and complies with project safety plans
- Regularly participates in daily Job Hazard Analysis discussions and reviews
- Follows all safety policies and procedures and complies with Department of Transportation (D.O.T) rules and regulations
- Promotes proactive safety activities by observing, analyzing, encouraging safe work behaviors, conducting audits, following safety policies and procedures and correcting unsafe conditions.
- Ensures equipment is maintained and operating properly and any employee operating equipment is certified to do so
- Operates all equipment properly and safely including following the rules of the road while driving an vehicle
- Conducts a daily tailgate safety meeting and Job Hazard Analysis detailing the safe work plan associated with planned tasks
- Strings, splices, transfers, clips and sags wire in energized or de-energized circuits and connects wires and transformers as specified or directed
- Operates Pullers and Tensioners and other equipment involved in pulling wire
- Shortens or lengthens lines by adding or removing wire using a variety of splices, connectors, sleeves or clamps
- Regularly works above ground on poles or steel towers using climbers and a safety harness or operating man lift equipment, boom truck, crane or other specialized equipment
- Uses a variety of underground locating and fault-finding equipment
- Routes or re-routes power lines over, under or around existing lines and structures or in close proximity to energized lines
- Selects and utilizes a variety of “hot work” tools and makes use of rubber gloves, sleeves, line hoses, mechanical jumpers, fiber guards, blankets, bat wings and other protective devices s specified
- Works on multiple voltages as required
- Installs, removes, transfers, maintains and repairs cross arms, pines, insulators, guys, braces, transformers, switch racks and other overhead pole equipment using a variety of hand tools, equipment and power tools

- Installs and removes primary and secondary current transformers, cut-outs, disconnecting switches, circuit breakers and other overhead line devices
- Utilizes rigging block and tackle and winches to raise and lower equipment
- Performs line switching as directed
- Performs emergency repairs, phases and connects circuits under load and conducts load checks and balances feeders
- Inspects lines, poles, cross arms, braces and equipment for signs of damage or wear and tear
- Assists in carrying poles, digging holes, piking, and guying poles and other tasks involved in setting or replacing poles. Digs holes for poles or towers using power equipment such as an augur or power borer
- Installs ground wires and ground rods
- Erects steel towers and secures them to the footing
- Reads blueprints, schematics and other project documents required for construction
- Stakes line for new tower construction, clears right of way, builds right of way roads, builds stream crossings and landing sites to accommodate equipment
- Builds rebar cages for footings, prefabricates lattice footings and constructs forms for the above ground part of the concrete footer
- Sets up a hand line for tools, equipment and rescue
- Installs grounds and insulating devices on lines prior to beginning work
- Utilizes hot sticks or hot arms to establish a work area
- Digs trenches, lays out and installs grounding conductors and connections and conduit
- Established guard structures around roads, railroads and power lines
- Installs outdoor lighting and signals
- Assembles substation structures and I builds buss bars as needed and installs substation equipment to include transformers, insulators, circuit breakers, capacitors, circuit switches, disconnect switches, high-voltage fuses, voltage regulators
- Utilizes a broad array of hand tools, power assisted tools, meter, heavy equipment, hot sticks and climbing tools to perform responsibilities
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Knowledge of electrical utility construction practices to include overhead transmission, overhead distribution, substation, drilled pier foundation, street lighting and renewable energy projects
- Strong communication and interpersonal skills
- Must be able to read blueprints and specification to determine the scope of work: locations, quantities, and sizes of materials required
- Knowledge of tools required for tasks
- Ability to identify safety risks (DOT/OSHA) and the precautions required to eliminate those risks
- Ability to operate Bucket Truck and Digger Derrick

**LICENSES/CERTIFICATIONS**

- OSHA Certification, 10 Hour Minimum, 30 Hour Desired
- Valid driver's license and ability to obtain CDL
- Certified in CPR/First Aid and Pole Top Rescue
- Apprentice Journeyman Lineman certification

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 25% |
| <b>Overnight Required</b> | Yes |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom  |
| <b>Climb</b>               | Frequently  |
| <b>Kneel</b>               | Constantly  |
| <b>Grab</b>                | Constantly  |
| <b>Bend</b>                | Constantly  |
| <b>Lift/Carry Over</b>     | Over 51 lbs.  |
| <b>Vision</b>              | Vision acuity to operate vehicle when necessary       |
| <b>Hearing</b>             | Understanding sounds required for operating a vehicle |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Frequently |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Frequently |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | Constantly |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## LABORER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | Union      |

### POSITION OVERVIEW

This position performs semi-skilled manual labor tasks that involve the use of some acquired skills in a safety sensitive environment. Duties require the ability to use a variety of hand tools, power tools, frequent operation of motor vehicles and other equipment. Written and verbal detailed instructions are given. Some independence of action is allowed as employees become familiar with the duties. Performance is monitored by a journeyman to ensure that all duties are completed within company specifications and best practices.

### ESSENTIAL JOB SKILLS/DUTIES

- Assembly of standard parts such as electrical junction boxes and switches including hole punching, mounting, and installation
- Assist Journeyman with basic technical work such as pulling wire and cables
- Building frames to mount equipment
- Install safety equipment and signage and fasten equipment into control buildings for shipping
- Wrapping and labeling equipment and panels for shipment
- Verify delivered material quantities match material delivery slips
- Conducting preventative maintenance and housekeeping
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Must have valid Driver's License
- CDL Class A
- OSHA 10 hour course is required
- Preferred Construction experience

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 25% |
| <b>Overnight Required</b> | Yes |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom  |
| <b>Climb</b>               | Frequently  |
| <b>Kneel</b>               | Frequently  |
| <b>Grab</b>                | Frequently  |
| <b>Bend</b>                | Frequently  |
| <b>Lift/Carry Over</b>     | Over 51 lbs.  |
| <b>Vision</b>              | Vision acuity to operate vehicle when necessary       |
| <b>Hearing</b>             | Understanding sounds required for operating a vehicle |

## WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## FLEET MECHANIC

- **DEPARTMENT**                   ▪ TBD
- **REPORTS TO**                    ▪ TBD
- **CLASSIFICATION**            ▪ Non-Exempt
- **UNION**                            ▪ TBD

### POSITION OVERVIEW

The Fleet Mechanic is responsible for mechanical repair and maintenance duties on equipment and vehicles, including hydraulic systems.

### ESSENTIAL JOB SKILLS/DUTIES

- Maintenance and repairs on all company vehicles, including but not limited to trucks, cars, hydraulic equipment, tracked vehicles and trailers.
- Competency in the use of diagnostic equipment and troubleshooting of electronic control systems
- Build, repair and transfer truck decks, toolboxes and trailers
- Install and repair electrical and mechanical winches
- Maintain the garage and the equipment within the garage
- Perform upfitting of many units within the Fleet
- May be required to perform welding duties associated with mechanical repair and maintenance
- May be required to perform over-the-phone and in-the-field troubleshooting and repair
- Assist in the direction and training of other equipment mechanics, apprentices and garage helpers
- Perform necessary paperwork and electronic paperwork as required (including work orders, invoices, timesheets, inventory levels)
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- 4 or more years progressive experience involving vehicle and/or heavy duty equipment maintenance and repair
- Valid driver's license
- Applicable certifications and utility fleet mechanic training

### TRAVEL REQUIREMENTS

- **Travels**                            ▪ Yes
- **Percent of Time**                ▪ 10%
- **Overnight Required**            ▪ Yes



## METER READER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

This position is responsible for racking, washing, servicing, repairing, calibrating, and programming all types of electricity meters in accordance with company standards, as well as providing support on metering to all customers.

### ESSENTIAL JOB SKILLS/DUTIES

- Racking, washing, servicing, repairing, calibrating, and programming of all types of electricity meters
- Verifying meters under the direction of supervisor
- Inspecting, maintaining and repairing recording instruments as required
- Providing assistance and documentation to quality auditors
- Practice proper care and use of tools, instruments and equipment
- Attend technical training courses and seminars related to electricity meters, metering equipment and meter technologies
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Electrical Engineering Technology diploma from a recognized institute of technology
- Must have valid Driver's License

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 10% |
| <b>Overnight Required</b> | Yes |

### PHYSICAL DEMANDS

|                            |            |
|----------------------------|------------|
| <b>Stationary Position</b> | Seldom     |
| <b>Climb</b>               | Frequently |
| <b>Kneel</b>               | Frequently |

|                        |   |
|------------------------|---|
| <b>Grab</b>            | Frequently  |
| <b>Bend</b>            | Frequently  |
| <b>Lift/Carry Over</b> | Over 51 lbs.  |
| <b>Vision</b>          | Vision acuity to operate vehicle when necessary       |
| <b>Hearing</b>         | Understanding sounds required for operating a vehicle |

## WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## METER TESTER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

This position is responsible for racking, washing, servicing, repairing, calibrating, programming, and testing all types of electricity meters in accordance with company standards, as well as providing support on metering to all customers.

### ESSENTIAL JOB SKILLS/DUTIES

- Clean, diagnose, repair, program, verify, test, and seal electricity meters and metering equipment
- Provide technical metering support to internal and external customers
- Inspect, maintain and repair indicating and recording instruments as required
- Provide assistance and documentation to quality auditors
- Document metering data as requested by internal and external customers
- Practice proper care and use of tools, instruments and equipment
- Attend technical training courses and seminars related to electricity meters, metering equipment and meter technologies
- Take part in the development and coordinated execution of company-wide testing
- Provide technical expertise and feedback on new and existing processes
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Electrical Engineering Technology diploma from a recognized institute of technology
- Must have valid Driver's License
- 2-5 years of directly related experience

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 10% |
| <b>Overnight Required</b> | Yes |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom  |
| <b>Climb</b>               | Frequently  |
| <b>Kneel</b>               | Frequently  |
| <b>Grab</b>                | Frequently  |
| <b>Bend</b>                | Frequently  |
| <b>Lift/Carry Over</b>     | Over 51 lbs.  |
| <b>Vision</b>              | Vision acuity to operate vehicle when necessary       |
| <b>Hearing</b>             | Understanding sounds required for operating a vehicle |

## WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## SUBSTATION TECHNICIAN

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

Technicians will perform electrical testing, maintenance, and start-ups of high voltage substations. Assignments are closely supervised and designed to further develop employee job knowledge and abilities.

### ESSENTIAL JOB SKILLS/DUTIES

- Perform electrical testing services on power apparatus, substations, and switchgear included (but not limited to) the following:
  - Protective relays and relaying systems
  - Circuit breakers
  - Power transformers
  - Current and potential transformers
  - Meters, transducers, and power system metering
  - Power Cables
  - Grounding Systems
  - Motors and Motor Starters
  - Station Batteries and Chargers
  - Alarm Systems and Annunciators
- Perform troubleshooting and problem identification and analysis. Make recommendations regarding corrective action and/or repairs
- Generate technical reports detailing services provided, problems found, and corrective action taken or recommended
- Represent the company in a professional manner with regard to communicating and interfacing with clients
- Communicate effectively with the company management team on a regular basis regarding project status and the scheduling of manpower and equipment
- Make safety a top priority, realizing that the company has Zero Tolerance for those who do otherwise
- Adhere to policies and procedures as required
- Perform other duties as required

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- Associates or Bachelor's degree in Electrical Engineering Technology, Electrical Engineering, or equivalent is required.
- Technician experience in the high voltage industry will be accepted in lieu of degree. Applicable technical military experience will be accepted in lieu of degree.
- Minimum 2 plus years of experience in the high voltage industry is preferred.
- Demonstrated knowledge of The Power Triangle
- Ability to understand the basics of one-line, three-line, AC/DC schemes, and connection diagrams
- Demonstrate a solid understanding of the purpose of a current transformer and a potential transformer
- Ability to perform basic current transformer tests
- Ability to define typical AC & DC fundamentals
- Working knowledge of IEEE, ANSI, ICEA, and NETA standards
- Basic knowledge of various metering configurations and connections
- Proven knowledge of Vacuum versus Air Circuit Breakers
- Ability to understand the basic function and operation of an oil circuit breaker and a Gas Circuit Breaker
- Ability to understand the basics of a Potential Transformer (PT), Coupling Capacitor, Voltage Transformer (CCVT), and a Current Transformer (CT)
- Understand the major components of a power transformer
- Basic knowledge of motor ratings and motor testing as applied to rotating machinery
- Proven knowledge of a capacitor bank and the different capacitor types
- Basic knowledge of electrical components, devices, and symbols
- Proven communication skills, both oral and written, to convey thoughts, and facts to a diverse group of individuals including administrators, engineers, and senior management
- Demonstrated knowledge of the various functions and difference between protective relay types
- Understand the purpose of primary and secondary phasing
- Ability to work effectively in a team based environment
- Demonstrated proficiency with Microsoft Office Suite (Outlook, Word, Excel)

### TRAVEL REQUIREMENTS

|                           |              |
|---------------------------|--------------|
| <b>Travels</b>            | Yes          |
| <b>Percent of Time</b>    | 5%           |
| <b>Overnight Required</b> | Occasionally |

### PHYSICAL DEMANDS

|                            |            |
|----------------------------|------------|
| <b>Stationary Position</b> | Seldom     |
| <b>Climb</b>               | Constantly |

|                        |   |
|------------------------|---|
| <b>Kneel</b>           | Constantly                                |
| <b>Grab</b>            | Constantly                                |
| <b>Bend</b>            | Constantly                                |
| <b>Lift/Carry Over</b> | Over 51 pounds                            |
| <b>Vision</b>          | 20/20 Corrected Vision                    |
| <b>Hearing</b>         | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Constantly |
| <b>Working On/Near Heavy Machinery</b>         | Constantly |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Constantly |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Constantly |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## TELECOMMUNICATIONS TECHNICIAN

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

The position requires a good working knowledge of all aspects of telecommunications construction, maintenance and service.

### ESSENTIAL JOB SKILLS/DUTIES

- Performs the less difficult tasks of telecommunication engineering support work to design, maintain, and operate telecommunication systems and facilities for the protection, control, operation, and maintenance of the system
- Systems and facilities may include microwave, land and satellite data, paging and mobile radio, fiber optics, SCADA, EMS, telephony, power line carrier, local area networks, wide area networks, and digital transmission systems
- Plans network installations by studying customer orders, plans, manuals, and technical specifications; gathering equipment, supplies, materials, and tools, assessing installation site; preparing an installation diagram
- Establishes voice and data networks by running, pulling, terminating, and splicing cables; installing telecommunications equipment, and cable trays; building ironwork and ladder racks; establishing connections; programming features; establishing connections and integrations; following industry standards; activating remote access tools; coordinating with contractors
- Verifies service by testing circuits, and equipment; identifying, correcting, or escalating problems
- Documents network by labeling and routing equipment and cables; recording configuration diagrams and specifications
- Maintains network by troubleshooting and repairing outages; testing network back-up procedures; updating documentation
- Maintains customer rapport by listening to and resolving concerns; answering questions
- Maintains safe work environment by following codes, standards, and legal regulations
- Updates job knowledge by participating in educational opportunities; reading technical publications
- Enhances department and organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- A two year technical degree in Telecommunications Technology or related field, or equivalent related education, training and experience.

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 50% |
| <b>Overnight Required</b> | Yes |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom                                    |
| <b>Climb</b>               | Constantly                                |
| <b>Kneel</b>               | Constantly                                |
| <b>Grab</b>                | Constantly                                |
| <b>Bend</b>                | Constantly                                |
| <b>Lift/Carry Over</b>     | Over 51 pounds                            |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Constantly |
| <b>Working On/Near Heavy Machinery</b>         | Constantly |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Constantly |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Constantly |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## UTILITY TREE TRIMMER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

The Utility Tree Trimmer/Climber provides line clearing and tree trimming services for major electric utility providers. Services provided include pruning treetops, repairing damaged trees by trimming or removal as well as removing broken limbs from wires, roofs, and other objects. The Utility Tree Trimmer/Climber is responsible to properly maintain, prepare and operate all tools and equipment including hand tools, chainsaws, chippers, and aerial lifts. The Utility Trimmer/Climber position operates as part of a crew with supporting Ground men and Crew Foreman.

### ESSENTIAL JOB SKILLS/DUTIES

- Ensure safe limits of approach and maintaining right-of-way access by eliminating problem vegetation growing along high voltage power lines
- Use climbing equipment to climb and work at varying heights cutting, trimming and pruning trees
- Removing broken limbs from utility lines, roofs, and other objects
- Tree identification and pruning to industry guidelines
- Properly maintain, prepare and operate all tools and equipment including hand tools, chainsaws, chippers, aerial lifts and more
- Performs all work in compliance with plans, specifications, codes, safety regulations, department policies and procedures.
- Operate as an active crew member with supporting ground crew and foreman
- Follow all safety required safety procedures
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Must have at least 1 year minimum of trimming experience with a Line Clearance Tree Industry Company
- Must be familiar with local tree species, standards for tree maintenance and removal, tree care safety and specialized equipment and vehicles.

### TRAVEL REQUIREMENTS

|                |     |
|----------------|-----|
| <b>Travels</b> | Yes |
|----------------|-----|

|                           |     |
|---------------------------|-----|
| <b>Percent of Time</b>    | 50% |
| <b>Overnight Required</b> | No  |

### PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom                                    |
| <b>Climb</b>               | Constantly                                |
| <b>Kneel</b>               | Frequently                                |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Constantly                                |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

### WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Constantly |
| <b>Working On/Near Heavy Machinery</b>         | Constantly |
| <b>Working in High Places</b>                  | Constantly |
| <b>Exposed to Fumes/Airborne Particles</b>     | Frequently |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A        |
| <b>Outdoor Weather Conditions</b>              | Constantly |
| <b>Work with Electricity</b>                   | Constantly |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## WAREHOUSE WORKER

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

Overall scope and purpose of the Warehouse Worker is to perform warehousing tasks of receiving product, putting away product, picking product (filling orders), preparing product for shipment, general housekeeping, completing appropriate paperwork, operating equipment safely, and in some locations, loading trucks with product.

### ESSENTIAL JOB SKILLS/DUTIES

- Load, unload, sort, consolidate, stack and stage products and materials using required equipment
- Operate assigned warehouse equipment in performing the functions of the job
- Record receipts to appropriate forms and/or log books
- Executes routine tasks in and out of the warehouse as required
- Assist with physical inventories and cycle counts, ensuring proper stock rotation
- Practice and adhere to established safety rules and policies, as well as, established housekeeping standards. Perform equipment safety review. Report any violations or hazards to management immediately
- Keep all warehouse space clean and organized
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Proficient math skills in unit of measurement and multiplication, division, addition, subtraction
- 1-2 years previous warehouse experience
- Experience working in an electronic/computer work environment
- Interacts with co-workers, management, suppliers, and customers
- Physical ability to perform essential functions of the job
- Good communication and interpersonal skills
- Attention to detail; accurate and thorough
- Ability to work quickly and efficiently

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 10% |
| <b>Overnight Required</b> | No  |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom  |
| <b>Climb</b>               | Frequently  |
| <b>Kneel</b>               | Constantly  |
| <b>Grab</b>                | Constantly  |
| <b>Bend</b>                | Constantly  |
| <b>Lift/Carry Over</b>     | Over 51 lbs.  |
| <b>Vision</b>              | 20/20 Corrected Vision                              |
| <b>Hearing</b>             | Understanding sounds required for operating vehicle |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Seldom     |
| <b>Working Near/On Moving Mechanical Parts</b> | Constantly |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Seldom     |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A        |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A        |
| <b>Outdoor Weather Conditions</b>              | N/A        |
| <b>Work with Electricity</b>                   | N/A        |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Seldom     |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

**B. STRATEGIC JOB DESCRIPTIONS**

## ENGINEER – T&D

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

Executes complex assignments requiring the use of advanced techniques, resulting in the development of new or improved processes, equipment and/or technological methods. May develop and evaluate plans for major projects. May assess feasibility or soundness of proposed applications when data is insufficient or testing is advisable. May coordinate departmental or divisional project studies, reports or project design assignments. Progressive design and project management responsibilities. Provide leadership, guidance and instruction to less experienced staff members. Regularly meets and corresponds with clients or outside personnel.

### ESSENTIAL JOB SKILLS/DUTIES

- High voltage AC and DC Electrical power and distribution system design
- Specialist equipment support, for example: turbo generators, transformers, switchgear, cables
- Working on innovation projects in the transmission and distribution sector, taking new systems and technologies from ideation through to delivery
- Managing the production of drawings. Preparing and co-ordinating electrical reports and specifications
- Attending meetings and with good communication skills to develop clients requirements
- Managing a project team to ensure production of deliverables to agreed timelines and within budget
- Supporting financial performance in specified areas
- Supporting the procurement of work and negotiating contracts / agreements with clients
- Supporting Grid Connection studies, Demand side Response and Smart Grids
- Verification and approval of technical output
- Project supervision and control of risks
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Masters in Science in Electrical Engineering (or equivalent experience)
- Minimum of 3 years' Electrical Power & HV experience applied to transmission and distribution networks.
- Have up to date knowledge and experience in the electrical discipline in particular relation to the following sectors:

- Transmission and Distribution
- Industrial and Energy
- Private Wire Networks / Micro Grids
- Network Power Systems Modelling & Analysis
- Application of regulated industry standards, methodologies and principles.
- Can demonstrate familiarity with transmission and distribution technical procedures and policy
- Eliciting clients' technical needs and developing relationships
- Technical leadership on projects
- Have a natural acumen for building and developing client relationships
- Mentoring and development of junior engineers
- Physical ability to perform essential functions of the job
- Good communication and interpersonal skills
- Attention to detail; accurate and thorough
- Ability to work quickly and efficiently

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 40% |
| <b>Overnight Required</b> | Yes |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Frequently                                |
| <b>Climb</b>               | Seldom                                    |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Seldom                                    |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | Less than 5 lbs.                          |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |        |
|--|--------|
| <b>Wet or Humid</b>                            | Seldom |
| <b>Working Near/On Moving Mechanical Parts</b> | Seldom |
| <b>Working On/Near Heavy Machinery</b>         | Seldom |
| <b>Working in High Places</b>                  | Seldom |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A    |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A    |

|  |        |
|--|--------|
| <b>Outdoor Weather Conditions</b>              | N/A    |
| <b>Work with Electricity</b>                   | N/A    |
| <b>Work with Explosives</b>                    | N/A    |
| <b>Risk of Radiation</b>                       | N/A    |
| <b>Noise Conditions</b>                        | Seldom |
| <b>Other Environmental Conditions Include:</b> |        |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## LABOR RELATIONS OFFICIALS

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

This individual will be responsible for supervising the day to day operations of Labor Relations for the company, provide training and guidance to managers on the interpretation of the CBA, and will advise on union-related issues. This individual will respond to employee questions and concerns as they relate to the CBA and will work closely with onsite HR and management as needed. This position will require considerable interface with employees, union representatives, multiple levels of management and Human Resources, and the company's Legal and Labor Relations departments.

### ESSENTIAL JOB SKILLS/DUTIES

- Analyze collective bargaining agreement, interpret contract language, and provide counsel to supervisory management in the development of labor relations policy and practice with the union
- Assist in administering, interpreting and negotiating Collective Bargaining Agreements
- Represent management and meet with supervisors and union representatives to investigate and resolve grievances.
- Make final decisions on second and third step grievances after investigating same.
- Represent management in labor contract negotiations, arbitrations, mediations, and legal actions. Assist the chief negotiator at the table with information on provisions of current contractual language and significance of proposed changes.
- Verify consistent application of the terms of collective bargaining agreements by monitoring day-to-day implementation of policies/practices concerning wages, hours, and working conditions.
- Prepare reference documents and statistical data concerning labor legislation, labor market conditions, prevailing union/management practice, wage surveys, etc., for labor contract negotiations.
- Provide guidance on all matters relating to employee relations as required. Plan, organize, and deliver traditional labor law and employment law training to management personnel.
- Work with management to handle employee complaints and disputes; recommend and implement disciplinary action. Work with employee relations and legal counsel as appropriate.
- Provide service and support in recruitment and employment, personnel records, employee and/or labor relations, job evaluation, compensation management, benefits administration, organization development, training, AA/EEO, and special projects to fully leverage human capital.
- Work with onsite HR to assist in the development and implementation of human resources policies and procedures and their dissemination through employee booklets, communications, and/or meetings.

- Prepare reports in conformance with legislated requirements or organizational needs to provide appropriate parties with necessary labor information.
- Act as a liaison between employees and/or managers and the organization by interpreting personnel policies and procedures and resolving employee concerns as they relate to the CBA.
- Research and consolidate information required for analysis of human resources operations and prepare special projects as assigned.
- Responsible for monitoring and performing duties to meet department service level agreements.
- Comply with all applicable safety and health-related rules, regulations, and procedures and assist supervisors/managers with maintaining a safe and healthy workplace
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's degree or equivalent combination of education and experience
- Must have traditional Labor Relations (organized labor / NLRA / NLRB) background and experience.
- Experience working with human resources and traditional labor law principles, practices, procedures, regulations and Collective Bargaining Agreements
- Must have the ability to communicate the English language, both verbally and written, in an effective manner
- Proficiency with Microsoft office professional software and ability to easily adapt to new systems

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 25% |
| <b>Overnight Required</b> | Yes |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | N/A                                       |
| <b>Grab</b>                | N/A                                       |
| <b>Bend</b>                | N/A                                       |
| <b>Lift/Carry Over</b>     | Less than 5 lbs                           |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## MANAGER, GENERAL

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

The General Manager manages and over sees operations for the company.

### ESSENTIAL JOB SKILLS/DUTIES

- Manages project operations; suggests, directs or initiates operational changes and adjustments as required to meet business goals
- Conducts regular, on-going staff meetings with managers to create an environment of open and effective communications across operational area
- Monitors and manages the “quality” process within all areas of responsibility, assuring that every aspect of our workforce, our processes and standards, our equipment, and our services meet or exceed customer expectations and are always consistent with the quality goals of the company
- Monitors and manages overall project profitability within areas of responsibility, taking corrective action where necessary to assure that the business performs consistent with expectations
- Establishes and maintains frequent, on-going contact with current customers and vendors to foster improved communications and solid, long-term relationships
- Monitors to ensure that resources are shared across operational area to optimize our effectiveness in meeting customer expectations while prudently managing resources
- Assists the Vice President with the evaluation of capital expenditures and job costs and shares ideas regarding areas of savings and efficiencies
- Responsible for the development and improvement of company personnel and for fostering an environment that rewards mentoring and encourages employee cooperation
- Communicate and cooperate with all internal divisions such as Contract Administration, Human Resources and Safety and Training and Operations of job details and requirements
- Communicate with the Traffic & Restoration division Managers for resource sharing along with joint responsibilities for customer job completions
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Minimum 5 Years Industry Experience
- Bachelor’s Degree in business administration or related field is preferred

- Experienced at reading, interpreting and managing financial statements
- Excellent verbal and written communication skills
- Advanced knowledge of computers and Windows based software with skills to include the ability to create, analyze and make recommendations for financial and operational changes on an on-going basis to Leadership
- Strong leadership and mentoring capabilities

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 40% |
| <b>Overnight Required</b> | Yes |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Seldom                                    |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |        |
|--|--------|
| <b>Wet or Humid</b>                            | Seldom |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A    |
| <b>Working On/Near Heavy Machinery</b>         | N/A    |
| <b>Working in High Places</b>                  | N/A    |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A    |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A    |
| <b>Outdoor Weather Conditions</b>              | Seldom |
| <b>Work with Electricity</b>                   | N/A    |
| <b>Work with Explosives</b>                    | N/A    |
| <b>Risk of Radiation</b>                       | N/A    |
| <b>Noise Conditions</b>                        | Seldom |
| <b>Other Environmental Conditions Include:</b> |        |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## SUPERVISOR, CONSTRUCTION

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

Responsible for the supervision, coordination and administration of construction work for the organization and projects associated with the organization.

### ESSENTIAL JOB SKILLS/DUTIES

- Ensure safe work practices, quality assurance and quality control of contractors work in accordance with contract specification including OHS, Environment, etc.
- Monitor the construction of all projects for scope changes and report daily on changes that can affect the project cost or schedule, issue change orders within level of authority or escalate to quickly address
- Monitor the construction of all projects for schedule changes and track progress on a daily basis identifying any issues that could delay the schedule, provide advice on course of action to maintain the schedule within authority levels or escalate to quickly address
- Monitor and audit construction and materials management documentation to ensure that the facilities are being constructed to meet the quality specifications in the contract
- Review and approve Contractor procedures for adherence of established safe practices
- Collaborate with the Construction Management Team to improve current construction standards, practices and procedures for future use
- Provide daily direction to Power System Electricians to ensure that Procedures, Quality Assurance and Inspection Programs are being adhered to
- Act as a liaison with the construction management team, various work groups, and communicate with other department groups regarding project scope, scheduling and other project related information
- Establish good working relationships with multi-discipline project team members, contractors, and any others that have an effect on the quality, schedule and cost of projects
- Must be able to work effectively in a fast-paced environment
- Must be able to coordinate several major activities at once
- Must be able to understand & interpret engineering, architectural and other construction drawings
- Project management training and experience would be considered an asset
- Demonstrated professionalism and interpersonal skills with the ability to establish excellent working relationships
- Strong verbal and written communication skills with the ability to document and organize project communications
- Superior analytical, problem solving, audit and investigation skills

- Familiarity with relevant legislation – Safety Codes, OHS, Environmental, and all applicable electrical and building codes
- Must be able to understand contract terms and conditions and the ability to manage to the terms and conditions of the contract
- A solid knowledge of Microsoft Office PC applications
- Demonstrated ability to work in a team environment
- Outstanding safe work habits
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- Construction or Electrical Engineering degree is a plus
- 5-7 years' experience
- Trade designation as Power Systems Electrician or Lineman considered an asset
- Proven experience in site construction management
- Construction experience in structural assembly, electrical protection and control systems relating to site work
- Contract management and execution of same
- Supervisory skills relating to site management of multiple work groups
- Superior communication skills

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 20% |
| <b>Overnight Required</b> | Yes |

### PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Frequently                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | N/A                                       |
| <b>Grab</b>                | N/A                                       |
| <b>Bend</b>                | N/A                                       |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

### WORKING CONDITIONS

|                     |            |
|---------------------|------------|
| <b>Wet or Humid</b> | Frequently |
|---------------------|------------|

|  |            |
|--|------------|
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | N/A        |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A        |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A        |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | N/A        |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## SUPERVISOR, CUSTOMER SERVICE

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

The Supervisor, Customer Service is accountable for the day-to-day business operations through optimal deployment of resources within and across service points to ensure that local business operations meet customer service delivery and operational efficiency targets while ensuring that local practices are aligned with departmental and corporate policies, standards, processes and procedures. Responsibilities include providing local customer and community relations representation and acting as primary company representative in communities where a Regional Manager is not present, managing local facilities and equipment, developing area-specific business cases, assisting with budget and business plan development, and managing local expenditures.

### ESSENTIAL JOB SKILLS/DUTIES

- Acts as a champion to develop a “safety first” culture within the organization. Lead by example through personal demonstration of Health, Safety and Engineering best practices on a daily basis
- Is aware of all system improvements and new extensions in the local area and actively participates on project team as a project sponsor to bring the local operations perspective, identify risk and approve scope
- Supports the Customer Connection and Services area to ensure processes are followed. Leads assessment to understand root cause and implement corrective actions when targets are not met
- Acts as a “champion for change” to ensure that business process and technology improvements are successfully implemented and promoted in the area
- Supports and leads development of work plans in conjunction with the Assignment Office to ensure work is completed on time and on budget
- Conducts regular operations meetings to ensure optimal use of resources by reviewing project milestones and work assignments against local resources and priorities
- Addresses day to day operating issues and/or escalates to Manager as needed or required
- Optimizes the use of resources including people and equipment within and across service point and/or region boundaries to accomplish work as efficiently as possible
- Coordinates effective, efficient response to outages by working and communicating effectively with the work desk staff and effectively utilizes the outage management system
- Monitors business metrics and reporting to ensure targets are met
- Manages local facilities and works cooperatively with various stakeholders
- Manages local fleet utilization and builds business cases to support local requirements
- Ensures the effective use of asset management tools in support of company programs

- Creates and maintains a local emergency response plan that is aligned with district, region, corporate, community emergency plans and/or business continuity plans
- Locally administers, manages and provides visible leadership actively working with the team leads to ensure compliance with the corporate policies and best practices related to Health, Safety and Environment
- Provides support and guidance to Team Leads to resolve situations that are outside of the ordinary or day-to-day practice
- Responsible for labor relations which include working closely with human resources and associations to resolve issues that may arise
- Leads, coaches, and supports employee performance
- Monitors and regularly audits the application of company, government, industry practices to ensure all employees and contractors comply
- Ensures that all incidents and near misses are reported, documented, investigated and acted upon including escalation to the Regional Manager with follow up as required
- Fosters good relations with local officials
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- Technology Diploma or Post-Secondary degree is required.
- Minimum five (5) years' experience as a Customer Service leader or Technologist
- Valid Driver's License.
- Proven leadership skills.
- Solid knowledge of the organization and understanding of the collective agreement.
- Strong inter-personal skills and relationship development skills.
- Proven ability to manage and resolve conflict.
- Strong verbal and written communication skills.
- Proficiency in Microsoft Office applications – Word, Excel, Outlook.

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 10% |
| <b>Overnight Required</b> | Yes |

### PHYSICAL DEMANDS

|                            |            |
|----------------------------|------------|
| <b>Stationary Position</b> | Constantly |
| <b>Climb</b>               | N/A        |
| <b>Kneel</b>               | Seldom     |
| <b>Grab</b>                | Frequently |

|                        |   |
|------------------------|---|
| <b>Bend</b>            | Seldom                                    |
| <b>Lift/Carry Over</b> | 5-10 lbs.                                 |
| <b>Vision</b>          | 20/20 Corrected Vision                    |
| <b>Hearing</b>         | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |        |
|--|--------|
| <b>Wet or Humid</b>                            | N/A    |
| <b>Working Near/On Moving Mechanical Parts</b> | Seldom |
| <b>Working On/Near Heavy Machinery</b>         | Seldom |
| <b>Working in High Places</b>                  | N/A    |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A    |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A    |
| <b>Outdoor Weather Conditions</b>              | N/A    |
| <b>Work with Electricity</b>                   | N/A    |
| <b>Work with Explosives</b>                    | N/A    |
| <b>Risk of Radiation</b>                       | N/A    |
| <b>Noise Conditions</b>                        | N/A    |
| <b>Other Environmental Conditions Include:</b> |        |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## SUPERVISOR, DISTRIBUTION

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

The Distribution Supervisor is responsible for all aspects of the distribution center including controlling costs, managing warehouse staff, inventory control, customer relations and safety compliance.

### ESSENTIAL JOB SKILLS/DUTIES

- Acts as a champion to develop a “safety first” culture within the organization. Lead by example through personal demonstration of Health, Safety and Engineering best practices on a daily basis
- Supervises, trains, and directs warehouse staff and warehouse operations
- Assists in controlling distribution costs
- Monitors packaging and loading of freight
- Duties and Responsibilities
- Managing employees
- Shipping & Shipping Dock experience to include shipments of LTL, full truck loads, Air transport and exporting of containers.
- Receiving experience to include checking products received in and processing receipts
- Inventory control (daily cycle counting) & ability to research inventory issues
- Handles all distribution issues.
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- College degree preferred
- 5 years of distribution related experience preferred
- Required: Basic Microsoft Excel, Word, and E-mail skills required
- Has the ability/judgment to solve issues directly with customers concerning matters that require tact and resourcefulness
- Demonstrates good training, supervisory, leadership, and team building skills
- Has strong customer service skills
- Demonstrates good communication skills both written and verbal
- Able to identify and solve problems

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 10% |
| <b>Overnight Required</b> | Yes |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom                                    |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 10-30 lbs.                                |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | N/A        |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | N/A        |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A        |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A        |
| <b>Outdoor Weather Conditions</b>              | N/A        |
| <b>Work with Electricity</b>                   | N/A        |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## SUPERVISOR, ENGINEERING

- |                         |             |
|-------------------------|-------------|
| ▪ <b>DEPARTMENT</b>     | ▪ TBD       |
| ▪ <b>REPORTS TO</b>     | ▪ TBD       |
| ▪ <b>CLASSIFICATION</b> | ▪ Exempt    |
| ▪ <b>UNION</b>          | ▪ Non-Union |

### POSITION OVERVIEW

The Engineering Supervisor is responsible for the Engineering Design and Engineering Safety processes. The position has responsibility for management of the Construction Standards section including structure design, apparatus specifications and is the authenticating member for technical standards. Responsible for leading and integrating the process in the development process. Responsible for managing assigned teams to ensure changes to or development of new standards and specifications are delivered on time and have been properly vetted through the development process. Investigating, analyzing and solving challenging engineering issues related to engineering design of our facilities and support or lead safety engineering initiatives as assigned by senior management.

### ESSENTIAL JOB SKILLS/DUTIES

- Works with Standards Board and provides leadership in the development and ever-changing Distribution Standards
- Own and lead the Distribution Standards process and ensure appropriate functional areas are engaged in resolving issues and appropriate Engineering working groups are assigned as required
- Manage performance of assigned teams and working groups to ensure standards are delivered on schedule and ensure all comments, rationale and recommended changes for new or revised standards and specifications are properly documented
- Ensure appropriate hazard controls and work groups have been considered as part of standards development work (including construction, engineering and operations, maintenance and work methods)
- Ensure communication and implementation strategies are in place for new or revised standards
- Monitor regulations, codes, standards and best practices (some enacted through legislation) that affect Engineering Standards and advise lead engineers and managers on impacts
- Lead and/or participate in research studies of existing or potential safety, operability and constructability related issues that affect engineering standards and integrated design
- Responsible member for Standards authentication
- Ensure Engineering Design reviews are incorporated in the development of Distribution Standards to ensure all safety, operability and constructability issues are eliminated or controlled to a tolerable level
- Ensure Engineering Design reviews are utilized by project teams in developing the design concept and are incorporated into the design processes and are reviewed prior to construction

- Ensure work methods and training considerations are addressed in the development of engineering standards
- Monitor engineering regulations, codes, standards and best practices (some enacted through legislation) and integrating changes into engineering standards to effectively eliminate safety issues during construction and ongoing operations and maintenance
- Performance management and review process
- Develop training and developmental plans for engineer workers
- Provide recognition and encouragement to staff
- Ensure recommendations to auditors (external) are implemented
- Take actions to maintain conformance to the plan
- Identify deficiencies and provide solutions to problems
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- Undergraduate Degree Bachelor of Science, Electrical Engineering
- 10+ years' experience in high-voltage generation, transmission, and distribution systems, after degree or diploma, which must include work related to on-site field applications
- Communicate effectively and compose technical reports, audits and business cases to facilitate positive change
- Access and understand applicable regulations, codes and industry standards and be able to communicate them in terms that employees and management can understand.
- Transfer expertise, skills and knowledge to others to engrain "Safety by Design" into the distribution and transmission planning processes.
- Build relationships to be able to call on contacts and gain appropriate involvement when their assistance is required
- Think analytically to break down problems and understand how they relate to the issue and identify root causes
- Influence others by knowing how to develop and propose solutions

### TRAVEL REQUIREMENTS

- |                             |             |
|-----------------------------|-------------|
| ▪ <b>Travels</b>            | ▪ Yes       |
| ▪ <b>Percent of Time</b>    | ▪ Up to 15% |
| ▪ <b>Overnight Required</b> | ▪ Yes       |

### PHYSICAL DEMANDS

- |                              |              |
|------------------------------|--------------|
| ▪ <b>Stationary Position</b> | ▪ Constantly |
| ▪ <b>Climb</b>               | ▪ N/A        |
| ▪ <b>Kneel</b>               | ▪ Seldom     |
| ▪ <b>Grab</b>                | ▪ Frequently |



## SUPERVISOR, FLEET

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

This position is responsible for the ordering, outfitting, issuing and disposal of all vehicles, trailers, heavy equipment and ensuring that the Fleet Team is in compliance with regulatory requirements. The Fleet Services Supervisor will be responsible for preparing and completing a technical review of the design packages. This would include preferred detailed specifications and sketches for heavy trucks/equipment. This position will also provide expertise support in designing the up-fitting standards for all general purpose and special purpose vehicles and heavy equipment.

### ESSENTIAL JOB SKILLS/DUTIES

- Supervise the implementation and daily operation of all fleet operations
- Manage the efficient completion of new fleet setup
- Assist in developing the long-term strategy for fleet operations
- Assists the various teams in maintaining fleet regulatory compliance with the appropriate authority
- Determine the users' specific operating conditions and requirements for vehicle and equipment by meeting with user groups and determining their needs and preferences
- Monitor user departments by analysis of vehicle and equipment utilization and evaluation of equipment specifications
- Participate in the development of goals and objectives as well as policies and procedures.
- Make recommendations for changes and improvements to existing standards, policies, and procedures
- Participate in the implementation of approved policies and procedures; monitor work activities to ensure compliance with established policies and procedures
- Develop vehicle and equipment specifications based on:
  - Existing specifications where possible
  - Conducting field visits
  - Compliance and legislation
  - Developing new standards with team members
  - Managing the design changes with manufacture
  - Investigating new green technologies
- Support Fleet Management team in making recommendations for replacement or repairing of fleet based on acquisition and replacement guidelines
- Investigate vehicle and equipment operational problems and work with the manufacturer and field personnel to develop solutions
- Monitors and validates continual improvements and associated service levels

- Responsible for the quality control of manufacturer and installer plant/shop to:
- Assess and quantify Vendors to perform the work required
- Conduct pre-production meetings to clarify requirements
- Assess any deviations from design or specifications
- Assist in resolving issues such as work scheduling or obtaining parts
- Monitor current status of production
- Assist in budgets preparation and facilitate all reporting requirements for fleet and heavy equipment
- Support capital budget forecasting by analyzing information relating to vehicle and equipment repair history, cost per kilometer/hour to operate and the annual transportation replacement quantities
- Review tender requirements with suppliers/vendors, coordinate with Supply-Chain Department, analyze tenders, make recommendations and provide justification for selected vendor
- Review rental agreements to ensure necessity and that user' needs cannot be met by fleet
- Establish basis for distribution of work and channel exceptions or major assignments
- Staff direction, development and supervision of the administrative staff supporting Fleet Services
- Supports responsibilities definition and skills requirements for Fleet roles aligned with the services offerings
- Monitor compliance to ensure professional conduct and standards are maintained.
- Ensure safe and reliable operation of Fleet
- Comply with and uphold Health, Safety and Environment policy
- Ensure timely and appropriate identification, reporting, and investigation of any Health, Safety, or Environmental incidents
- Initiate investigations of incidents in conjunction with line managers
- Participate in safety leadership process
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or equivalent G.E.D.
- 7-10 years of experience
- Minimum of 7 years within fleet management or services environment
- Excellent interpersonal, team leadership, organizational, analytical, creativity and problem-solving abilities.
- Excellent verbal and written communication skills.
- Demonstrated leadership including motivating others, making decisions and community leadership.
- Knowledge of Company operations, standards, safety policies and procedures, regulatory codes and requirements is desirable.
- Proficiency in the use of personal computers, including Microsoft Office.
- Superior communication skills

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 20% |
| <b>Overnight Required</b> | Yes |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Frequently                                |
| <b>Lift/Carry Over</b>     | 10-30 lbs.                                |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Seldom     |
| <b>Working Near/On Moving Mechanical Parts</b> | Seldom     |
| <b>Working On/Near Heavy Machinery</b>         | Seldom     |
| <b>Working in High Places</b>                  | N/A        |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A        |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A        |
| <b>Outdoor Weather Conditions</b>              | Seldom     |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Seldom     |
| <b>Other Environmental Conditions Include:</b> |            |

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## SUPERVISOR, OFFICE

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

Responsible for planning, coordinating and overseeing office services and related office activities to achieve efficient utilization of available resources.

### ESSENTIAL JOB SKILLS/DUTIES

- Supervise and coordinate the daily activities and operations of the office or department
- Schedule and prioritize office activities to meet operating requirements, determine plan for execution and direct work flow
- Develop and monitor internal controls
- Analyze work flow issues and implement workable solutions
- Ensure adherence to quality standards
- Perform administrative support functions such as data management, creating reports, drafting correspondence and preparing basic financial accounts
- Develop effective working relationships with staff and stakeholders
- Evaluate work of staff
- Provide necessary training, guidance and motivation to staff
- Approve and monitor staff vacations and sick leave
- Initiate and maintain orderly records in compliance with company regulations
- Supervise the efficient use of office supplies and maintenance of office equipment
- Plan and organize the purchase of office supplies in accordance with purchasing policies and budgets
- Maintain a pleasant and secure working environment
- Act as liaison with other departments and divisions
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Associates degree in Business Administration or equivalent
- Knowledge and working experience of supervisory principles and practices
- Knowledge of administrative practices and procedures, data management methods, basic accounting practices and human resources practices
- Proficient computer skills
- Working knowledge of relevant software programs

- Key Skills and Competencies
- Time management
- Organizing and planning
- Problem analysis and problem solving
- Verbal and written communication skills
- Judgment and decision-making
- Attention to detail and accuracy
- Guidance and mentoring
- Teamwork and collaboration

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 10% |
| <b>Overnight Required</b> | No  |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Seldom                                    |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |        |
|--|--------|
| <b>Wet or Humid</b>                            | N/A    |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A    |
| <b>Working On/Near Heavy Machinery</b>         | N/A    |
| <b>Working in High Places</b>                  | N/A    |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A    |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A    |
| <b>Outdoor Weather Conditions</b>              | Seldom |
| <b>Work with Electricity</b>                   | N/A    |
| <b>Work with Explosives</b>                    | N/A    |
| <b>Risk of Radiation</b>                       | N/A    |

**Noise Conditions**

Seldom

**Other Environmental Conditions****Include:**

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## SUPERVISOR, T&D

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

The Supervisor, Transmission and Distribution is primarily responsible for coordinating the site construction schedule and execution plan, administering on-site contracts and managing the daily issues involved during the construction of Transmission and/or Substation facilities, under the direction of the site manager.

### ESSENTIAL JOB SKILLS/DUTIES

- Leads by example to show that safety is the most important function, ensuring that all employees follow safe practices while working
- Responsible for providing direct supervision and technical guidance to line crews performing maintenance and construction activities on T&D line projects
- Assist estimating team during project bid process
- Assist project team in pre-planning and execution of T&D projects
- Willing to assist in the development of apprentices
- Improves safety performance by identifying issues in the field and providing suggestions on ways to improve overall safety of the site
- Ensures all company employees and contractors are adhering to the company safety policy
- Coordinates with appropriate authority for lock out tag out
- Responsible for utility locates prior to excavation
- Accountable to continually reinforce safe behaviors and correct “at risk” behaviors
- Adheres to and ensures all site team members understand standard operating procedures
- Ensures new hires receive job- and task-specific training prior to work commencing
- Leads and support the site team in technical, quality and safety, utilizing systems in place
- Addresses potential safety hazards at the time of the incident/s and improved processes and procedures to prevent incidents from reoccurring
- Provides excellence in the management and delivery of the project, in-line with the client’s expectations
- Maintains positive relationships with customers, contractors, suppliers and other employees
- Prepares equipment matrix to ensure management of equipment utilization
- Provides information about site activities including routing, fence crossings, traffic flow, moving farm animals, and hazards to the Construction Manager
- Schedules and ensures appropriate staffing for daily construction activities with employees
- Reviews the engineer's drawings prior to beginning construction to ensure that the project can be built in a safe and reliable manner
- Inputs into the execution of overall construction plan based on the scope of work

- Ensures all completion of all required permitting activities before commencement of work
- Maintains an organized job site, including the construction office
- Works with the QA Manager (if applicable) for construction to comply with the Quality Control Program
- Ensures all scopes of work and required access - are built as per specification
- Manages all material on-site
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- At least 7 years' experience working in a construction or T&D environment
- High School Diploma or G.E.D.
- Utilizes strong organizational skills
- Displays strong written and oral communication skills and employs effective listening skills
- Analyzes problems and makes sound decisions in a timely manner based on objectives, risks, implications and costs
- Superior communication skills

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 20% |
| <b>Overnight Required</b> | Yes |

### PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom                                    |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | N/A                                       |
| <b>Grab</b>                | N/A                                       |
| <b>Bend</b>                | N/A                                       |
| <b>Lift/Carry Over</b>     | 10-30 lbs.                                |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

### WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |

|  |            |
|--|------------|
| <b>Working in High Places</b>                  | N/A        |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A        |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A        |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | Frequently |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

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## SUPERVISOR, TECHNICAL SERVICES

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

Technical Services Supervisor is responsible for keeping the organization abreast of the latest technologies, maintenance procedures and associated regulations. Prepares specifications for, and oversees procurement of vehicles, components, materials, fuel and services. Provides technical information necessary to maximize operating efficiency and effectiveness. Performs duties in a safe, efficient manner and in compliance with all applicable rules and safety procedures.

### ESSENTIAL JOB SKILLS/DUTIES

- Provides primary managerial direction and performs personnel administrative functions of direct report staff (e.g. training, supervising, work assignments, timesheets, performance evaluations, etc.) for the purpose of maintaining necessary staffing, enhancing productivity of staff and ensuring necessary department outcomes are achieved
- Oversees the evaluation and acceptability determination of vendor requests for approved equals. Oversees negotiations, monitoring and resolution of contractor adherence to contract terms, schedules and quality expectations
- Serve as the technical expert to the organizations customers by troubleshooting technical issues at the customer site, demonstrating product capabilities, recommending solutions and serving as the organizations representative in technical proposals to the customers
- Manage and maintain organizations technical relationships with customers through frequent direct contact and service delivery that helps increase profits
- Work closely with other functions within the organization (mainly R&D, Marketing and Technology Managers) to deliver organizations full portfolio of products and services.
- Support sales and marketing in identifying the competitive advantages, benchmarking, marketing effort and market segmentation of the business
- Provide innovative ideas to strengthen sales in existing polyolefin markets and open new applications. This includes use of existing and new products for both new markets and established markets. Manage the trial cycle
- Provide on-site and remote support during customer trials to assist customers in achieving maximum benefit of the organization's products
- Performs period specific and life-cycle cost analysis as necessary to properly evaluate procurement options and vehicle operation/maintenance activities
- Establishes and implements controls to ensure compliance with department and agency goals, budget quality standards, performance standards and legal requirements
- Promotes safety awareness and follows safety procedures to reduce or eliminate accidents
- Adheres to internal standards, policies and procedures

- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- Technical degree preferred
- Minimum 5 years of experience in prior Technical Services role or similar operating environment
- Strong relationship building with sales; prior customer interface experience to include field tech service experience
- Experience in working across regions
- Ability to present to customers effectively and manage multiple projects.
- Strong technical skills and ability to apply skills in practical manner to solve customer problems/issues.

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 20% |
| <b>Overnight Required</b> | Yes |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom                                    |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 10-30 lbs.                                |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Seldom     |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | N/A        |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A        |
| <b>Outdoor Weather Conditions</b>              | Frequently |

|  |            |
|--|------------|
| <b>Work with Electricity</b>                   | N/A        |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## SUPERVISOR, TREE TRIMMING

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

A Tree Trimmer Working Supervisor is responsible for performing a combination of the following essential job functions: which includes inspecting trees and determining services needed. Supervises crew members in tree care/work methods and appropriate care and use of equipment. Qualified candidate will be responsible for complaints and requests for service and emergency tree work. Must be comfortable driving a medium or heavy truck in the performance of daily and emergency duties and assisting supervisor in interpretation and implementation of relevant department policies. Also responsible for initiating requisitions for equipment and supplies needed to carry out tree-related work while keeping strong records.

### ESSENTIAL JOB SKILLS/DUTIES

- Supervises crews engaged in high risk tree removal, maintenance and care.
- Ensures tree work is performed meeting industry standards for safety and quality.
- Plans and schedules tree maintenance work.
- Responsible to assure work is on schedule and has the proper staff and equipment.
- Trains staff in all aspects of tree care including safety, equipment operation and technical aspects such as climbing, tree pruning and removal.
- Counsels and mentor staff on performance improvement.
- Responds to inquiries from staff and the public concerning tree issues.
- Provides on call service to respond to hazard tree emergencies.
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Certified Arborist and/or knowledge of local arborist laws
- Must be familiar with local tree species, standards for tree maintenance and removal, tree care safety and specialized equipment and vehicles
- Four years of progressively responsible experience in tree maintenance/climbing, including one year in a lead or supervisory capacity
- A valid Driver License is required to perform job-related essential functions
- Qualifying Tree Trimmer will have experience consisting of inspection of safety equipment; knot tying; tree climbing (footlock or body thrust method); use of a chain saw; procedure for cutting and lowering limbs; procedure for felling a tree; and correct use of a brush chipper.

**TRAVEL REQUIREMENTS**

|                           |           |
|---------------------------|-----------|
| <b>Travels</b>            | Yes       |
| <b>Percent of Time</b>    | Up to 15% |
| <b>Overnight Required</b> | No        |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Frequently  |
| <b>Climb</b>               | Frequently  |
| <b>Kneel</b>               | Frequently  |
| <b>Grab</b>                | Frequently  |
| <b>Bend</b>                | Frequently  |
| <b>Lift/Carry Over</b>     | 10-30 lbs.  |
| <b>Vision</b>              | Vision acuity to operate vehicle                    |
| <b>Hearing</b>             | Understanding sounds required for operating vehicle |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | N/A        |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Seldom     |
| <b>Working in High Places</b>                  | Frequently |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A        |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A        |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | N/A        |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Frequently |
| <b>Other Environmental Conditions Include:</b> |            |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

**C. SUPPORT JOB DESCRIPTIONS**

## ADMINISTRATIVE ASSISTANT

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT:</b>    | TBD        |
| <b>REPORTS TO:</b>    | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

This position is responsible for assisting with all functions of daily operations, including screening calls, coordinating travel arrangements, processing expense reports, maintaining calendars and scheduling meetings.

### ESSENTIAL JOB SKILLS/DUTIES

- Assist department with all functions of the daily operations. Including screening calls, coordinating travel arrangements, processing expense reports, maintaining calendars and scheduling meetings
- Resolves administrative problems by coordinating preparation of reports, analyzing data, and identifying solutions
- Provides information by answering questions and requests
- Maintain and monitor department schedules
- Maintains supplies inventory by checking stock to determine inventory level; anticipating needed supplies; placing and expediting orders for supplies; verifying receipt of supplies
- Contributes to team effort by accomplishing related results as needed
- Manage receiving invoices and monitor invoice approval; work with accounting for department
- Makes various purchases
- Greets visitors and determines whether they should be given access to specific individuals
- Reads and analyzes incoming memos, submissions and reports to determine their significance and plan their distribution
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Associates degree or equivalent experience
- Two to five years of experience in an administrative assistant capacity
- Self-starter who is able to work independently while supporting the needs of the team
- Excellent oral and written communication skills
- Strong decision-making skills
- Microsoft Office experience
- Administrative writing and reporting

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | No  |
| <b>Percent of Time</b>    | N/A |
| <b>Overnight Required</b> | No  |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## ADMINISTRATIVE COORDINATOR

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

This position is responsible for welcoming company visitors, operating a multi-line telephone system to answering incoming calls and directing callers to appropriate staff members and for providing administrative and clerical support to various departments as needed.

### ESSENTIAL JOB SKILLS/DUTIES

- Answers incoming telephone calls, screens caller regarding the purpose of the call, and transfer to the appropriate staff member or department
- Welcomes company visitors, determines nature of business and announce visitors to appropriate company employee
- Maintains supplies inventory by checking stock to determine inventory level; anticipates needed supplies; places and expedites orders for supplies; verifies receipt of supplies
- Assist various departments with any special project. (Filing, organizing, compiling presentations and other special projects)
- Work with facilities to clean vacated space and ensure that all new employees have a clean and properly stocked work station
- Covers front reception when Receptionist is out of office
- Assists with meeting room set up in anticipation for large meetings
- Adheres to internal standards, policies and procedures
- Performs other job-related duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School Diploma or G.E.D.
- Proficient skills in the use of computer applications (MS Office)
- Organizational and time management skills
- Strong communication skills (both oral and written)
- Attention to detail

### TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | No  |
| <b>Percent of Time</b>    | N/A |
| <b>Overnight Required</b> | No  |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## ATTORNEY

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

This position provides legal advice, services and representation to internal clients/business partners on the scope of work within their area of focus and expertise. This position exercises independent judgment and is able to perform with limited supervision.

### ESSENTIAL JOB SKILLS/DUTIES

- Provides general corporate advice and legal documentation for intercompany capitalization transactions, loan transactions and services agreements among domestic and international subsidiaries
- Maintains corporate records and minute books (hard copy and electronic), including organizational documents, state filings, resolutions and stock certificates
- Prepares written consents, resolutions, certifications, minutes and other corporate documentation
- Prepares and files initial organization documents for formation of new entities, including corporations, limited liability companies and partnerships
- Prepares documentation for and facilitate intercompany mergers and dissolutions, including state filings, with coordination among Legal, Treasury, Tax and Accounting
- Prepares and organizes corporate documents (such as articles of incorporation, good standing certificates, certified resolutions, incumbency certificates, etc.) for banking, acquisition and other corporate transactions
- Prepares and files state qualifications, withdrawals, mergers, name reservations and assumed name certificates
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- JD from an accredited university and 3+ years of corporate/securities/finance/governance experience in a corporate legal department or law firm
- Required to be licensed to practice law in one or more states; Puerto Rican law experience preferred
- Proficiency in MS Word, Excel, Outlook and PowerPoint
- Excellent written and verbal communication skills
- Exceptional organizational skills and ability to multi-task

- Self-starter
- Ability to work in fast-paced environment with little supervision
- Advanced level of language skills
- Advanced level of reasoning skills

## TRAVEL REQUIREMENTS

|                           |              |
|---------------------------|--------------|
| <b>Travels</b>            | Yes          |
| <b>Percent of Time</b>    | 15%          |
| <b>Overnight Required</b> | Occasionally |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

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## COMMUNICATIONS SPECIALIST

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

This position provides administrative support to the Communications department by coordinating and assisting with all internal and external communications for the organization. This position also assists with the coordination of marketing activities which may include advertising, direct mailing, printing, customer events and trade shows.

### ESSENTIAL JOB SKILLS/DUTIES

- Manages internal and external communications; develops effective communication strategies for the organization
- Creates and develops print and online advertising copies
- Supports the planning and execution of major functional events
- Responsible for drafting content for the organization (ex: press releases, memos, newsletters)
- Assists in developing videos and marketing materials
- Aids in the preparation of presentations and/or speeches geared toward employees
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's degree in Communications or Marketing
- Proficient skills in the use of computer applications (MS Office)
- Attention to detail

### TRAVEL REQUIREMENTS

|                           |           |
|---------------------------|-----------|
| <b>Travels</b>            | Yes       |
| <b>Percent of Time</b>    | Up to 15% |
| <b>Overnight Required</b> | Yes       |

### PHYSICAL DEMANDS

|                            |            |
|----------------------------|------------|
| <b>Stationary Position</b> | Constantly |
| <b>Climb</b>               | N/A        |
| <b>Kneel</b>               | Seldom     |

|                        |   |
|------------------------|---|
| <b>Grab</b>            | Frequently                                |
| <b>Bend</b>            | Seldom                                    |
| <b>Lift/Carry Over</b> | 5-10 lbs.                                 |
| <b>Vision</b>          | 20/20 Corrected Vision                    |
| <b>Hearing</b>         | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

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## DRIVER (NON-HEAVY EQUIPMENT)

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | TBD        |

### POSITION OVERVIEW

This position is responsible for picking up and dropping off staff, collecting various packages, and maintaining a travel log to record work hours, travel-time and locations. Ensuring all transportation duties are carried out in a timely manner.

### ESSENTIAL JOB SKILLS/DUTIES

- Safely transport company staff as well as various products and materials to and from specified locations in a timely manner
- Follow all safety regulations and standards
- Assist with the loading and offloading of staff luggage, products, and materials
- Open vehicle doors and assist passengers
- Adjust travel routes to avoid traffic congestion or road construction
- Promptly inform the company of any tickets issued against the company vehicle during work hours
- Ensure that the company vehicle is always parked in areas that permit parking in order to avoid towing
- Keep the company vehicle clean and properly maintained by performing regular washing, cleaning and vehicle maintenance
- Provide accurate time records of the company vehicle's coming and goings
- Report any accidents, injuries, and vehicle damage to management
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High school diploma or GED is preferred
- One-Two years experience
- Valid driver's license
- Clean driving record
- Sound knowledge of road safety regulations
- Working knowledge of local roads and routes
- The ability to utilize maps, GPS systems, and car manuals
- Punctual and reliable with dedicated professionalism to job and duties
- Strong communication skills (both oral and written)

- Excellent time management skills
- Able to assist passengers when needed
- Focused on customer service
- Positive attitude and professional demeanor

## TRAVEL REQUIREMENTS

|                           |        |
|---------------------------|--------|
| <b>Travels</b>            | Yes    |
| <b>Percent of Time</b>    | 50-70% |
| <b>Overnight Required</b> | No     |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Frequently                                |
| <b>Lift/Carry Over</b>     | 10-50 lbs.                                |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |        |
|--|--------|
| <b>Wet or Humid</b>                            | Seldom |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A    |
| <b>Working On/Near Heavy Machinery</b>         | N/A    |
| <b>Working in High Places</b>                  | N/A    |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A    |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A    |
| <b>Outdoor Weather Conditions</b>              | N/A    |
| <b>Work with Electricity</b>                   | N/A    |
| <b>Work with Explosives</b>                    | N/A    |
| <b>Risk of Radiation</b>                       | N/A    |
| <b>Noise Conditions</b>                        | N/A    |
| <b>Other Environmental Conditions Include:</b> |        |

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## FINANCIAL ANALYST

|                       |        |
|-----------------------|--------|
| <b>DEPARTMENT</b>     | TBD    |
| <b>REPORTS TO</b>     | TBD    |
| <b>CLASSIFICATION</b> | Exempt |
| <b>UNION</b>          | TBD    |

### POSITION OVERVIEW

The Financial Analyst is responsible for financial planning, analysis and projection for the company. This position will be responsible for helping submit forecast, prepare reports and analyze data.

### ESSENTIAL JOB SKILLS/DUTIES

- Responsible for the consolidation and review of the monthly forecast with a greater focus on quarter end
- Reviews, analyzes, summarizes and provides multi-faceted reporting for monthly forecasts
- Works operations to review and process adjustments in financial planning tool as needed
- Contacts operations with material variances from previous forecasts to obtain explanations for the changes
- Provides data-driven decision support and business intelligence that is timely, accurate, and actionable
- Develops, builds and maintains financial models serving both internal and external stakeholders
- Special projects and ad hoc analysis as required
- Develops tools and templates to automate, standardize and improve the forecasting process
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's degree in Finance or Accounting
- Three years of relevant experience
- Advanced financial modeling and Microsoft Excel skills
- Must have the ability to multi-task, organize effectively and prioritize and meet service level expectations
- Must have strong analytical and problem-solving skills and develop solutions to problems independently and through team discussions

### TRAVEL REQUIREMENTS

|                        |     |
|------------------------|-----|
| <b>Travels</b>         | No  |
| <b>Percent of Time</b> | N/A |

**Overnight Required** No

### PHYSICAL DEMANDS

**Stationary Position** Constantly  
**Climb** N/A  
**Kneel** Seldom  
**Grab** Frequently  
**Bend** Seldom  
**Lift/Carry Over** 5-10 lbs.  
**Vision** 20/20 Corrected Vision  
**Hearing** Receive detailed information if spoken to

### WORKING CONDITIONS

**Wet or Humid** N/A  
**Working Near/On Moving Mechanical Parts** N/A  
**Working On/Near Heavy Machinery** N/A  
**Working in High Places** N/A  
**Exposed to Fumes/Airborne Particles** N/A  
**Exposed to Toxic or Caustic Chemicals** N/A  
**Outdoor Weather Conditions** N/A  
**Work with Electricity** N/A  
**Work with Explosives** N/A  
**Risk of Radiation** N/A  
**Noise Conditions** N/A  
**Other Environmental Conditions Include:**

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## FLEET ANALYST

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

The Fleet Analyst will assist in analyzing data from the GPS for company's fleet of vehicles. The position will be responsible for assisting the organization with utilization of the GPS system and will analyze the data to improve quality and report on findings.

### ESSENTIAL JOB SKILLS/DUTIES

- Runs reports and analyzes data from the organization's GPS system.
- Liaisons with operations to make sure the data is correct and that the equipment is functioning correctly.
- Analyzes reports for organizational performance.
- Provides management with continuous updates GPS reports.
- Assists with month end reporting and analysis for department.
- Performs other duties as assigned.

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School or GED and 3 years of experience in fleet management or a bachelor's degree in related area.
- Prefer a bachelor's degree and 2 years of fleet experience.
- Knowledge of Microsoft Office with the ability to prove intermediate to advanced Microsoft Excel skills and have experience in multi systems.
- Must have a working knowledge of operating and capital lease structures.
- Must possess general understanding of trucks, trailers and heavy equipment.
- Requires effective oral and written communication skills, excellent interpersonal skills and computer literacy.
- Must be able to think creatively but be a detail oriented person.
- Must be a self-starter, high energy and have the ability to organize and prioritize work.
- Ability to work well with others in a fast paced, dynamic environment.
- Ability to learn and incorporate new computer based systems.

### TRAVEL REQUIREMENTS

|                |     |
|----------------|-----|
| <b>Travels</b> | Yes |
|----------------|-----|

|                           |             |
|---------------------------|-------------|
| <b>Percent of Time</b>    | 5%          |
| <b>Overnight Required</b> | On occasion |

### PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

### WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

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## HEALTH AND SAFETY REPRESENTATIVE

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

This position is responsible for providing Health, Safety and Environmental (HSE) support and will serve as a business partner working with Safety counterparts in leading HSE excellence and supporting HSE program development and implementation. Must be flexible and must be able to travel to locations on short notice. Identifies actual and potential workplace hazards and major incidents

### ESSENTIAL JOB SKILLS/DUTIES

- Inspects the workplace, including any article, substance, plant, machinery or health and safety equipment at the workplace
- Employee liaison to management for safety concerns and issues
- Investigates complaints relating to employee's health and safety
- Recommends corrective action where environmental health and safety hazards exist
- Participates in investigation of work refusals'
- Inspects site of a critical injury or fatality at a workplace
- Obtains health and safety related information from the employer
- As reasonable necessary, inspect any document which is required
- Participates in any internal health or safety audits
- Adheres to internal standards, policies and procedures
- Performs other job-related duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- High School diploma
- Minimum of 3 years experience in an Environmental or Safety position
- Strong current knowledge of federal, state, and local environmental health and safety regulations
- Proficiency using personal computers and commonly used word processing, spreadsheet and presentation software tools
- Self-motivated and a team player
- Strong organizational and time management skills
- Able to multitask and work with little to no direct supervision

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 50% |
| <b>Overnight Required</b> | Yes |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Seldom                                    |
| <b>Climb</b>               | Frequently                                |
| <b>Kneel</b>               | Constantly                                |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | Up to 50lbs                               |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |            |
|--|------------|
| <b>Wet or Humid</b>                            | Frequently |
| <b>Working Near/On Moving Mechanical Parts</b> | Frequently |
| <b>Working On/Near Heavy Machinery</b>         | Frequently |
| <b>Working in High Places</b>                  | Seldom     |
| <b>Exposed to Fumes/Airborne Particles</b>     | Seldom     |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | Seldom     |
| <b>Outdoor Weather Conditions</b>              | Frequently |
| <b>Work with Electricity</b>                   | Seldom     |
| <b>Work with Explosives</b>                    | N/A        |
| <b>Risk of Radiation</b>                       | N/A        |
| <b>Noise Conditions</b>                        | Seldom     |
| <b>Other Environmental Conditions Include:</b> |            |

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## HUMAN RESOURCES BUSINESS PARTNER

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

The Human Resources Business Partner is responsible for aligning business objectives with employees and management. The role assesses and anticipates HR-related needs. The position formulates partnerships across the HR function to deliver value-added service to management and employees that reflects the business objectives of the organization.

### ESSENTIAL JOB SKILLS/DUTIES

- Consults with management, providing HR guidance when appropriate
- Analyzes trends and metrics in partnership with the HR group to develop solutions, programs and policies
- Manages and resolves complex employee relations issues; conducts investigations
- Maintains in-depth knowledge of legal requirements related to day-to-day management of employees, reducing legal risks and ensuring regulatory compliance; partners with the Legal department as needed/required
- Provides day-to-day performance management guidance (e.g., coaching, counseling, career development, disciplinary actions)
- Works closely with management and employees to improve work relationships, build morale and increase productivity and retention
- Sources applicants utilizing a variety of recruiting methods
- Prepares job postings and distributes internally and externally
- Represents the company at recruiting events
- Provides HR policy guidance and interpretation
- Implements and executes mobility programs and services supporting employee short- and long-term transfers, assignments, country entry and domestic or international relocation
- Advises managers on mobility policies and practices; gathers and completes required information and applications for processing
- Assists international employees with expatriate assignments and related HR matters
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's degree in HR or Business or 4-8 years of progressive experience in HR
- Proficient skills in the use of computer applications (MS Office)

- Organizational and time management skills
- Strong communication skills (both oral and written)

## TRAVEL REQUIREMENTS

|                           |           |
|---------------------------|-----------|
| <b>Travels</b>            | Yes       |
| <b>Percent of Time</b>    | Up to 25% |
| <b>Overnight Required</b> | Yes       |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working*

*conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## INFORMATION TECHNOLOGY BUSINESS PARTNER

|                       |                        |
|-----------------------|------------------------|
| <b>DEPARTMENT</b>     | Information Technology |
| <b>REPORTS TO</b>     | TBD                    |
| <b>CLASSIFICATION</b> | Exempt                 |
| <b>UNION</b>          | Non-Union              |

### POSITION OVERVIEW

The IT Business Partner (ITBP) has the overall responsibility to serve as the strategic interface with assigned business units or functional areas for the purpose of business technology strategy development, solution discovery, service management, risk management and relationship management. They serve a lead role in enabling the business to achieve their objectives through the effective use of technology.

### ESSENTIAL JOB SKILLS/DUTIES

- Responsible for the development and implementation of solution roadmaps
- Collaborates with management to develop annual budgets for respective business areas
- Develops solution concepts and business cases for new investments
- Performs business analysis and prepares recommendations and business plans as needed
- Creates and analyzes relevant information and develops recommendations to management
- Act as the key liaison across all functional areas, the information technology department, and outside vendors
- Possesses a broad knowledge of most technical and business resources and uses them to effectively coordinate team members and external resources
- Oversees the launch of solutions and helps to maximize the positive impact on the organization
- Identifies, screens and evaluates new solution opportunities to address unmet (internal and external) customer needs
- Partners with key staff members to create strategic business plans
- Possesses strong analytical skills, including an understanding of business economics and financial resources
- Collaborates with architecture and operations teams to ensure solution compatibility with company standards
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's degree (B.A. or B.S.) from a four-year college or university or
- Five years of IT and business/industry work experience
- Strong written and oral communication skills
- Strong organizational skills

- Ability to plan strategically

## TRAVEL REQUIREMENTS

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | No  |
| <b>Percent of Time</b>    | N/A |
| <b>Overnight Required</b> | No  |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## LEGAL INVESTIGATOR

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

The Legal Investigator will investigate matters involving issues such as corruption, financial fraud, international trade, political activities, and other potential criminal liability.

### ESSENTIAL JOB SKILLS/DUTIES

- Develop investigation plans
- Conduct witness interviews, search databases, and review and manage electronic documents
- Assist in-house counsel
- Coordinate investigations among cross-functional partners within company
- Make recommendations based on investigative results, including programmatic remediations
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- 6+ years of investigative experience
- Experience researching, organizing, and investigating from initial response through conclusion
- Experience drafting investigative reports for non-law enforcement audiences
- Law enforcement investigative experience as a federal agent is preferred
- Experience conducting white-collar investigations such as financial crimes, frauds, cybercrimes, and corruption is preferred
- Proficient skills in the use of computer applications (MS Office)

### TRAVEL REQUIREMENTS

|                           |              |
|---------------------------|--------------|
| <b>Travels</b>            | Yes          |
| <b>Percent of Time</b>    | 5%           |
| <b>Overnight Required</b> | Occasionally |

### PHYSICAL DEMANDS

|                            |            |
|----------------------------|------------|
| <b>Stationary Position</b> | Constantly |
| <b>Climb</b>               | N/A        |
| <b>Kneel</b>               | Seldom     |
| <b>Grab</b>                | Frequently |

|                        |   |
|------------------------|---|
| <b>Bend</b>            | Seldom                                    |
| <b>Lift/Carry Over</b> | 5-10 lbs.                                 |
| <b>Vision</b>          | 20/20 Corrected Vision                    |
| <b>Hearing</b>         | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## PROJECT MANAGER

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

This position will assist the company with overseeing and managing company projects. This includes developing and managing plans to achieve project milestones and to minimize costs for projects with a complex range of requirements.

### ESSENTIAL JOB SKILLS/DUTIES

- Coordinating with the Operating Units and Safety to organize necessary project-specific training for staff and to record completion (e.g., vendor, client-required training)
- Ensuring safety prequalification documents are in order for subcontractor(s)
- Working with the Construction Manager(s) to:
  - Ensure staff adhere to permit requirements, work restrictions and laws
  - Implement and adhere to Health Safety and Environmental Policies
  - Implement and adhere to environmental requirements
- Reviewing and preparing invoices and ensuring purchase orders are input into accounting system in a timely manner
- Managing project revenue (contract, change), and managing overhead costs
- Ensuring that the project team understands contractual scope (and out of scope) work
- Understanding the estimate and working with Project Controls and Project Accounting to create a Day 1 Budget as required
- Monitoring costs during project execution
- Executing the forecasting process and reviewing Purchase orders and invoices
- Working with the Construction Manager to:
  - Manage production rates and project performance
  - Ensure transportation of staff, equipment, and materials is done efficiently
- Managing the overall project schedule, schedule updates, and informing the project sponsor and the client of changes
- Using a schedule to manage the project, including proper revision control, with Project Controls involvement for larger projects
- Monitoring the schedule to identify potential delays and implementing mitigation strategies with the project team
- Ensuring the construction plan is aligned with the schedule, discuss changes if necessary, and manage client as necessary
- Reviewing the bid schedule and creating an updated and approved baseline schedule for the project
- Resolving and coordinating resolution of design issues as soon as possible

- Ensuring that quality documentation (ECNs, RFIs, NCRs, etc.) are stored, submitted to the client, and closed off in a timely manner
- Working with the Construction Manager to:
  - Ensure quality documentation (e.g., QC/QA forms, completion documents, NCRs, ITPs, as-built, etc.) is properly filled out and provided in a timely manner
  - Ensure quality documentation (ECNs, RFIs, NCRs, etc.) is input into internal systems
  - Ensure punch list items are completed
- Ensuring that contracts for subcontractors adhere to legal standards
- Understanding and adhering to the commercial contracts, subcontracts
- Maintaining a professional line of communication internally throughout the project
- Creating a project plan (access plan, environmental plan, safety plan, etc.)
- Leading the project start-up process, including contract and kickoff meetings
- Change management on the project, including system setup, tracking, and management
- Ensuring a proper formal dispute resolution and escalation process is implemented and followed if needed
- Working with the Construction Manager to ensure subcontractors are performing their contractual duties (safety, quality, change management, reporting, etc.)
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

## EDUCATION AND EXPERIENCE

### REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's degree or equivalent skills and experience
- Minimum 5 years of project management experience
- PMP designation preferred but not required
- Intermediate level of proficiency in MS Office Applications (Word, Excel, PowerPoint), Visio
- Considerable knowledge of budgeting, cost estimating, and fiscal management principles and procedures
- Skill in organizing resources and establishing priorities
- Planning, organizing, and delegating work to achieve desired results
- Ability to simultaneously manage multiple work groups staffed with a diverse group of employees
- Knowledge of Excel spread sheets, bar graphs, and progress curves
- Excellent interpersonal skills
- Analytical and problem solving skills
- Decision making skills
- Effective verbal and listening communications skills
- Attention to detail and high level of accuracy
- Very effective organizational skills
- Planning and Scheduling for construction team
- Effective written communications skills

**TRAVEL REQUIREMENTS**

|                           |     |
|---------------------------|-----|
| <b>Travels</b>            | Yes |
| <b>Percent of Time</b>    | 50% |
| <b>Overnight Required</b> | Yes |

**PHYSICAL DEMANDS**

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

**WORKING CONDITIONS**

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |
| <b>Other Environmental Conditions Include:</b> |     |

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## REAL ESTATE SPECIALIST

|                       |            |
|-----------------------|------------|
| <b>DEPARTMENT</b>     | TBD        |
| <b>REPORTS TO</b>     | TBD        |
| <b>CLASSIFICATION</b> | Non-Exempt |
| <b>UNION</b>          | Non-Union  |

### POSITION OVERVIEW

The primary focus of this position is to proactively manage and address the real estate needs of the company. The main duties include site selection, lease negotiations, due diligence, broker management and stakeholder communication.

### ESSENTIAL JOB SKILLS/DUTIES

- Contributes to the creation of building processes, methodologies, best practices as well as other programs for the organization as needed
- Ensures effective and consistent communication with the parent company designee
- Manages broker relationships to ensure the highest quality of service delivery
- Ensures that all transactions follow Company Policy and comply with internal controls
- Utilizes internal property portfolio database to abstract all real estate contracts and warehouse all real estate documents, maintains the integrity and accuracy of the property portfolio database
- Coordinates review of all transactions with local legal counsel, risk management and environmental group
- Development and reconciliation of quarterly reports to ensure accuracy, development of quarterly remaining lease obligation report for reporting, production of various portfolio reports as needed
- Manages energy procurement initiative
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's degree in area of relevant experience and minimum of 5+ years' relevant real estate industry experience
- Computer proficiency in Microsoft Office suite, including Excel, Word and PowerPoint
- Must have experience and knowledge in financial analysis and accounting
- Demonstrated success managing multiple transactions and/or projects
- Requires effective oral and written communication skills, excellent interpersonal skills and computer literacy
- Articulate, crisp, polished. Strong presentation skills, both internally and externally. Ability to represent the company well with customers, partners, analysts, press, etc.
- Must be able to think creatively but be a detail oriented person

- Must be a self-starter, high energy and have the ability to organize and prioritize work
- Ability to work well with others in a fast paced, dynamic environment
- Well respected individual with demonstrated ability to gain the trust of others
- Results oriented with solid negotiation and analytical skills
- High level of customer service skills and ability to solve problems in an effective manner
- Able to participate in meeting with all time zones
- Ability to perform within tight time constraints

## TRAVEL REQUIREMENTS

|                           |              |
|---------------------------|--------------|
| <b>Travels</b>            | Yes          |
| <b>Percent of Time</b>    | 10%          |
| <b>Overnight Required</b> | Occasionally |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |

**Other Environmental Conditions  
Include:**

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## RISK AND INSURANCE SPECIALIST

|                       |           |
|-----------------------|-----------|
| <b>DEPARTMENT</b>     | TBD       |
| <b>REPORTS TO</b>     | TBD       |
| <b>CLASSIFICATION</b> | Exempt    |
| <b>UNION</b>          | Non-Union |

### POSITION OVERVIEW

The Risk and Insurance Specialist is responsible for various activities relating to risk management finance including performing financial analysis of the company's insurance costs and claims.

### ESSENTIAL JOB SKILLS/DUTIES

- Enhances and contributes to strategies, tools and methodologies to measure, monitor, and report risks
- Applies advanced knowledge to utilize or produce analytical material for discussions with cross-functional teams to understand business objectives and influence solution strategies
- Verifies data integrity of the Risk Management Information Systems on monthly basis
- Prepares quarterly reports related to risk management and insurance required by the Accounting department
- Maintains and establishes Risk reporting framework and documents libraries for policies along with various risk reporting schedules, communicated to Senior Management
- Responsible for maintaining data used for all Risk analysis and reporting needs
- Responsible for communicating with Operating Units regarding risk exposures and costs associated
- Collaborates with Risk team members to identify value-added risk projects including research, development and implementation of risk model and forecasting tools and pricing and evaluation of new products
- Assists Risk Management and Insurance department in the evaluation of the insurance and risk management program of the company, including evaluation of financing alternatives to achieve the best option for the company
- Contributes to continued improvement of risk management policies and processes
- Adheres to internal standards, policies and procedures
- Performs other duties as assigned

### EDUCATION AND EXPERIENCE

#### REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's degree or equivalent in Risk Management, Finance or Business and 5+ years of relevant experience
- Advanced user level proficiency MS Office applications with emphasis on Excel required.
- Experience in using Risk Management Information Systems preferred
- Access or other database capabilities are a plus

- Ability to communicate effectively and with integrity across key business clients to align direction between the category and the internal client
- Strong attention to detail and an ability to understand complex contract structures
- Effective problem solving skills
- Ability to work independently and within a team environment
- Ability to demonstrate sound judgment even in ambiguous situations
- Excellent organizational skills, ability to manage multiple projects at once, follow through and meet deadlines

## TRAVEL REQUIREMENTS

|                           |              |
|---------------------------|--------------|
| <b>Travels</b>            | Yes          |
| <b>Percent of Time</b>    | 5%           |
| <b>Overnight Required</b> | Occasionally |

## PHYSICAL DEMANDS

|                            |   |
|----------------------------|---|
| <b>Stationary Position</b> | Constantly                                |
| <b>Climb</b>               | N/A                                       |
| <b>Kneel</b>               | Seldom                                    |
| <b>Grab</b>                | Frequently                                |
| <b>Bend</b>                | Seldom                                    |
| <b>Lift/Carry Over</b>     | 5-10 lbs.                                 |
| <b>Vision</b>              | 20/20 Corrected Vision                    |
| <b>Hearing</b>             | Receive detailed information if spoken to |

## WORKING CONDITIONS

|  |     |
|--|-----|
| <b>Wet or Humid</b>                            | N/A |
| <b>Working Near/On Moving Mechanical Parts</b> | N/A |
| <b>Working On/Near Heavy Machinery</b>         | N/A |
| <b>Working in High Places</b>                  | N/A |
| <b>Exposed to Fumes/Airborne Particles</b>     | N/A |
| <b>Exposed to Toxic or Caustic Chemicals</b>   | N/A |
| <b>Outdoor Weather Conditions</b>              | N/A |
| <b>Work with Electricity</b>                   | N/A |
| <b>Work with Explosives</b>                    | N/A |
| <b>Risk of Radiation</b>                       | N/A |
| <b>Noise Conditions</b>                        | N/A |

**Other Environmental Conditions  
Include:**

*Note: This job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, working conditions, physical demands and activities may change or new ones may be assigned at any time with or without notice.*

## Appendix 2: Resumes

# WAYNE STENSBY, P. ENG.

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## ROLE

Stensby will support both the transition and management teams leading the entire organization as CEO & President

## KEY EXPERIENCE

### ATCO

2019 – Present  
Alberta, Canada

#### **Executive Vice President, Corporate Development**

- Responsible for Corporate Development, LATAM businesses, Canadian midstream, Government Relations, Indigenous Relations and Aviation

### ATCO

2015 – 2019  
Alberta, Canada

#### **Managing Director, Electricity**

- Responsible for all electricity operations and growth for ATCO globally  
Responsibilities included generation, transmission and distribution across Canada and Mexico

### ATCO Australia

2010 – 2012  
Australia

#### **Managing Director & Chief Operating Officer**

- Led the ATCO Australia business, including the western Australia gas distribution network and the power generation portfolio
- Served as chair of the ATCO Australia Structures and Logistics board

### ATCO Power

2012 – 2013  
Ontario, Canada

#### **Vice President, Engineering & Construction**

- Responsible for ATCO Power's project engineering and construction activities

### ATCO Power

2010 – 2012  
Alberta, Canada

#### **General Manager, IPP Operations**

- Held full accountable for HSE, financial and regulatory performance of ATCO's Canadian IPP fleet
- Acted as ATCO representative on numerous management, owners and operating committees associated with these Joint Ventures

### ATCO

1988 – 2009  
Ontario, Canada,  
Queensland,  
Australia, London,  
UK

#### **Various Roles – Maintenance & Engineering Services Manager, Deputy Project Manager/Construction Manager, Lead Control and Instrumentation Engineer, Station Control & Instrumentation Engineer, Various Engineering Roles**

## DESIGNATIONS

Chartered Engineer (UK)  
Project Management Professional (PMI)  
Senior Member, Institute of Electrical and Electronics Engineers (IEEE)  
Member, Institution of the institution of Engineering and Technology (IET)

## EDUCATION

**Bachelor of Science**, Electrical Engineering, University of Alberta  
**Leadership Program**, Ivey Business School  
**Executive Program**, Ivey Business School

# KARI FINDLEY, J.D.

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## ROLE

Findley will serve on both the transition and management teams as the lead for legal, insurance, risk and communications.

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## KEY EXPERIENCE

### **Quanta Services, Inc.**

*2012 – Present  
Houston, Texas*

#### **Senior Counsel, Strategic Transactions**

- West Fort McMurray - \$1 Billion; structuring corporate operations, bid on concession, structure for tax, prepare agreements between Quanta entities and its Canadian partner, ATCO to form Alberta PowerLine, a limited partnership to design, procure, build and operate a 500 kilometer 500 kV transmission line from Wabamun area to Fort McMurray with two substations
- Peru Telecom Concessions - \$300 Million; structuring corporate operations, bid on concession, structure for tax, prepare agreements between Quanta entities and its Peruvian partner to bid on and build and operate wireless networks in Piura Tumbes and Cajamarca, Peru
- Sale of Sunesys, Quanta's fiber optic licensing operations- \$1 Billion
- Hartburg-Sabine Junction 500-kV competitive transmission project – Structuring corporate operations, bid on MISO competitive transmission project under FERC Order 1000, structure for tax, prepare agreements between Quanta entities and its partner Entergy to design, procure, build, own, operate and maintain a 500 kV transmission line and substation

### **Weatherford International**

*1999-2004  
Houston, Texas*

#### **Corporate Counsel**

- Responsible for drafting and negotiating documentation for merger and acquisition transactions. Worked closely with business unit Presidents, Vice-Presidents and M&A specialists to negotiate, document and close strategic corporate acquisitions for Weatherford
- Worked on technology development agreements to procure the development of key technologies
- Drafted and negotiated domestic and international distribution agreements and agency agreements
- Advised on and drafted employments agreements and consulting agreements
- Worked on real estate, bank and financing issues

# KARI FINDLEY, J.D.

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## **Griggs & Harrison P.C.**

1996-1999  
Houston, Texas

### **Shareholder**, Transactional Section

- General corporate and transactional practice
- Expertise in acquisitions including mergers, stock purchases and asset purchases and contract drafting, negotiation and review
- Advised clients on issues of general corporate and partnership law and prepared and reviewed loan documentation on behalf of lenders and borrowers
- Specialized expertise in vessel construction contracts, vessel purchase and chartering, ship financing, vessel documentation and other maritime regulatory issues
- Employment law practice included preparation of employment, consulting and non-competition agreements, advising clients regarding hiring and termination decisions and personnel practices, development and implementation of corporate employment policies and handling charges of discriminating at the administrative level
- Industry focus on oil and gas service companies, offshore oil and gas industry and shipping and maritime interests

## **Bell & Murphy, P.C.**

1988-1996  
Houston, Texas

### **Shareholder** 1993-1996; **Associate** 1988-1993

- Experience with foreign and domestic corporations and joint ventures
- General contract drafting, negotiation and review including stock and asset purchase and sale agreements, corporate documents, legal opinions, loan and security documents and general business contracts on behalf of domestic and international corporations
- Extensive experience in vessel sales, charters, financing and registration and other maritime issues
- Limited work in commercial real estate including sales and leasing
- Counseled clients regarding employment practices and handled employment discrimination charges at the administrative level
- Industry experience included foreign companies structuring operations in the United States as well as oil and gas service companies, offshore oil and gas industry and shipping and maritime interests

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## **EDUCATION**

**Doctor of Jurisprudence**, Law, University of Texas at Austin

**Bachelor of Arts**, Economics, Managerial Studies and Political Science, Rice University

# CAM DAFOE

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## ROLE

Dafoe will serve on both the transition and management teams as the lead for information and operations technology planning.

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## KEY EXPERIENCE

### **ATCO**

*2019 – Present  
Alberta, Canada*

#### **Business Relationship Manager**

- Focus on relationship management, influencing, negotiating, problem-solving, oral and written communications, executive selling, planning and strategizing.
- Leads a team of trusted advisors the the organization
- Functional areas include customer information systems, workforce management, asset management, meter management, geographic information and land management
- IT areas include IT portfolio management, project accounting, lifecycle upgrades, Windows 10, Oracle Financials, Oracle Cloud, IBM Maximo, application outsourcing (Wipro), and migration to cloud computing

### **City of Edmonton**

*2015 – 2015  
Alberta, Canada*

#### **Business Relationship Manager**

- Managed the internal relationship between Corporate IT and the City departments of Sustainable Development, Communications and Engagement and City Clerks office
- Included strategic business planning, prioritization, risk identification, resourcing, budgeting, business casing and governance
- Focused on achieving common and shared goals and successful enterprise outcomes
- Supported strategic goals within the constraints of budgets and risk tolerance. Particular areas of focus included CRM (citizen), digital experience, work management, electronic content management and meeting management

### **IBM Canada Ltd.**

*2010 – 2015  
Alberta, Canada*

#### **Associate Partner**

- Established and delivered IBM application management, integration, business consulting and application development services to Alberta public sector clients
- Sought to understand client business directions and priorities and presented aligned IBM business services to fulfill needs
- Developed proficiency and eminence in business management, delivery management, client negotiations, services sales, structuring business deals, pricing, profitability, legal considerations, scope definition, statements of work, discrete projects and long term support contracts

# CAM DAFOE

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## **IBM Canada Ltd.**

2001 – 2010  
Alberta, Canada

### **Client Executive**

- Developed and maintained overall client relationships in the Alberta Public Sector
- Managed sales across IBM's portfolio of product and services
- Developed understanding of client business and priorities, and brought the resources of IBM to bear on client issues, challenges and opportunities
- Held relationships with client business executives, CIOs and IT management
- Managed a virtual team of IBM specialists and practitioners to address client needs and opportunities
- Developed and executed strategic plans and communications coverage for client accounts
- Built IBM product and service offering awareness and sales programs

## **IBM Canada, Ltd.**

1987 – 2000  
Alberta, Canada

### **Client Manager**

- Delivered IBM product and service sales to a variety of sectors including Public, Utilities, Pipeline, Distribution, Wholesale, Communications and Manufacturing
- Developed and executed territory coverage and opportunity plans
- Developed and maintained client relationships from business executives to IT

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## **DESIGNATIONS**

Certified Client Executive, IBM  
Business Relationship Manager, Business Relationship Management Institute

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## **EDUCATION**

**Bachelor of Science**, Psychology, University of Alberta  
**Executive Program**, IBM Certification Program, Harvard Business School  
**Executive Program**, Stone and Webster Utilities Executive Program, University of Michigan  
**Executive Program**, Public Executive Forum, Queens School of Business

# KIM RIDDLE, SPHR, SHRM-SCP

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## ROLE

Riddle will serve on both the transition and management teams leading HR

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## KEY EXPERIENCE

### **Quanta Services, Inc.**

*2016 – Present  
Houston, Texas*

#### **Vice President Human Resources**

- Manage all HR functions with full accountability for consolidated benefits, retirement plans, HR compliance, diversity & inclusion, organizational performance, employee retention and other critical areas
- Collaborate closely with CEO, Board of Directors and senior management, assessing business objectives and designing global human resources strategies and initiatives that advanced the company's mission as well as maximize organizational performance, retention and engagement
- Establish and monitor critical HR metrics to drive continuous improvement. Coordinate full range of support tasks for 40,000 employees globally, including spanning workforce planning, internal training, personnel development, employee relations, executive/staff compensation, auditing and on-boarding processes

### **Hercules Offshore**

*2008 – 2015  
Houston, Texas*

#### **Vice President Human Resources**

- Worked with CEO, Board of Directors and senior management, assessing business objectives and designing global human resources strategies and initiatives that advanced the company's mission as well as maximized organizational performance, retention and engagement
- Created and continually monitored HR metrics to drive continuous improvements in HR programs and processes
- Led 60-member HR function, supporting over 5,000 employees, in managing areas spanning workforce planning, training and organizational development, employee relations, executive/staff compensation, benefits and staffing for the US, Nigeria, Angola, Singapore, Netherlands, Scotland, India, Malaysia and Indonesia

### **Deloitte Consulting**

*2006 – 2008  
Houston, TX*

#### **Consulting Manager**

- Worked with executive level clients in the Oil and Gas, Healthcare, Technology, Industrial and Education industries – conducting needs analyses and developing global total rewards programs (i.e., base compensation, variable pay plans, recognition programs and health and welfare benefits)
- Performed due diligence related to potential mergers and acquisitions to gauge fit between companies. Managed and mentored analysts, consultants and administrative staff

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## DESIGNATIONS

SPHR Certification  
SHRM – SCP Certification

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## EDUCATION

**Bachelor of Arts**, University of Houston

# DEREK CARSON, CSP, CPEA

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## ROLE

Carson will serve on both the transition and management teams as the lead for health, safety, environmental and quality

## KEY EXPERIENCE

### **Quanta Services, Inc.**

2019 – Present  
*Houston, TX*

#### **Senior Manager – Health, Environmental, and Quality**

- Provides support to Quanta Corporate and Operating Units in the areas of industrial hygiene, environmental, quality, and overall injury prevention
- Manages, mentors, supports and develops direct report(s) including the Corporate Industrial Hygienist, the Corporate Environmental Manager, and the Corporate Quality Manager
- Oversees the Quanta Safety, Health, Environmental, and Quality internship program
- Represents the Corporate Safety, Health, Environmental, and Quality Department on the Mergers and Acquisitions team
- Travels to Operating Units to provide guidance and support in the areas of Industrial Hygiene, Environmental, and Quality
- Assists in the development, evaluation and upgrading of the Quanta Corporate Industrial Hygiene, Environmental, and Quality programs.
- Participates and represents the company in industry meetings including the Edison Electrical Institute (EEI)

### **EC Source Services**

2017 – 2019  
*Phoenix, AZ*

#### **Director of Safety**

- Responsible for all aspects of the EC Source safety and health program including injury prevention, vehicle accident reduction initiatives, and regulatory compliance
- Worked directly with EC Source Operations Executives and senior leadership team on all EC Source safety and health performance measures and initiatives
- Oversaw the development and implementation of the EC Source Safety Leadership and Skill Development program
- Provided direct supervision and oversight for all Field Project Safety Directors working on EC Source projects

### **American Electric Power (AEP)**

2014 – 2017  
*Columbus, OH*

#### **Safety and Health Manager – Generation**

- Served as a Corporate Safety and Health Manager supporting Generation, Fuels, Operations, and Mining (FOM), and River Operations
- Worked directly with the Region Vice Presidents and respective Plant Managers in Generation, FOM, and River Operations on all company safety performance measures
- Responsible for providing corporate support for Generation, FOM, and River Operations in all aspects of the AEP corporate safety and health programs
- Provide safety oversight for contractors working at Generation, FOM, and River Operations locations.

# DEREK CARSON, CSP, CPEA

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## **American Electric Power (AEP)**

2011 – 2014  
Gahanna, OH

### **Safety and Health Manager – AEP Ohio**

- Served as the Corporate Safety and Health Manager supporting the AEP Ohio operating company
- Worked directly with the AEP Ohio President and Vice President of Operations on all operating company safety performance measures.
- Provided direct supervision for 5 field safety and health coordinators supporting AEP Ohio
- Responsible for all aspects of the AEP Ohio safety and health program including injury prevention, vehicle accident reduction initiatives, and regulatory compliance
- Responsible for leading efforts to incorporate Human Performance initiatives into the AEP Ohio safety culture
- Provided safety oversight for all Distribution and MRO contractors working on AEP Ohio property
- Received the 2012 President's Award for Safety Performance Improvement after reducing the operating company OSHA incident rate and severity rate by over 37% from 2011 to 2012

## **American Electric Power (AEP)**

2009 - 2011  
Gahanna, OH

### **Transmission Contractor Safety Administrator**

- Directed, managed, and administered AEP's Transmission Contractor Safety Program including program development, assessment, and execution
- Served as the lead AEP interface with contractors on matters regarding safety qualification and performance
- Responsible for the enforcement and administration of all aspects of AEP Transmission's Safety Terms and Conditions for all contracted capital construction across 11 states and over 100 contract companies
- Provided necessary training and active direction regarding contractor safety oversight for Transmission Construction Representatives, Project Managers and Project Lead Engineers
- Served as AEP Transmission's primary interface with contractor senior executive management

## **American Electric Power (AEP)**

2006 - 2009  
Columbus, OH

### **Health and Safety Audit Consultant**

- Responsible for conducting health and safety audits of AEP facilities system-wide to determine regulatory compliance and evaluate the effectiveness of the supporting ESH management systems
- Prepare formal reports for facility and upper management to determine corporate risk and liability from health and safety compliance issues
- Develop and implement audit protocol check sheets utilized for the evaluation of company health and safety programs and procedures

# DEREK CARSON, CSP, CPEA

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## **Georgia Pacific Corporation**

2003 - 2006  
Circleville, OH

### **EHS and Quality Manager**

- Responsible for the development and coordination of all policies and procedures relating to the plant's environmental, quality, and safety programs
- Responsible for the tracking of all environmental, quality and safety performance data to identify trends and develop improvement plans
- Coordinated all facility environmental, quality, and safety training programs
- Received zero audit findings during biannual Corporate Environmental Audits in 2005 and 2003
- Received zero NOV's and Excursions during oversight of the plant's environmental programs
- Facilities improved their OSHA Incident Rate by an average of 33% each year, including a rate of less than 1.0 during 2004 and 2005
- Facilities improved their credit and return dollars due to quality defects by an average of at least 25% per year
- Served as a primary contact between the Georgia Pacific plant and customer manufacturing facilities for product performance and service issues
- Responsible for the contractor safety training program and daily oversight during the closure of the Philadelphia, PA facility

## **International Paper**

1999 - 2003  
Statesville, NC

### **Environmental, Health, and Safety Coordinator**

- Reduced the facility OSHA Incident Rate from 4.86 in 1999 to 2.44 in 2000, 0.66 in 2001 and 1.20 in 2002
- Developed and coordinated all facility environmental, health, and safety training programs
- Responsible for the tracking of all health and safety performance data to identify trends and develop improvement plans
- Facilitated all activities of the hourly employee safety team
- Responsible for managing all facility workers' compensation claims
- Received the 2001 International Paper - Container Division EHS Award for *Significant Improvement*
- Supported the Operations Group by filling in as the Plant Production Scheduler during vacations and/or illnesses

## **South Carolina Dept. of Labor - OSHA**

1995 - 1999  
Statesville, NC

### **Industrial Hygiene Compliance Officer III**

- Conducted inspections to determine compliance with all federal and state occupational safety and health regulations
- Performed Industrial Hygiene monitoring to determine exposure levels to regulated chemicals and/or elevated noise levels
- Evaluated employer written safety and health programs and training material for compliance and effectiveness
- Provided detailed reports of inspection findings, citations, and corrective action recommendations
- Assisted in the training and development of Industrial Hygiene and Safety Compliance Officers

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## **DESIGNATIONS**

# DEREK CARSON, CSP, CPEA

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Certified Safety Professional (CSP)  
Board of Certified Safety Professionals (BCSP)  
Certified Professional Environmental Auditor – Health and Safety  
Designation (CPEA)  
Board of Environmental, Health, and Safety Auditor Certifications (BEAC)

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## EDUCATION

**Bachelor of Science in Industrial Hygiene**, Ohio University; Athens, OH

# DARREN MILLER

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## ROLE

Miller will serve on in both the transition and management teams as the lead for overall financial management; finance, treasury, tax, accounting, procurement and real estate.

## KEY EXPERIENCE

### **Quanta Marine Services, LLC / Bisso Marine, LLC**

*2013 – Present  
Houston, Texas*

#### **Chief Financial Officer**

- Private company experience working for a Company which, in addition to it's fleet, chartered three barges from Quanta Services.
- Managed the finance, accounting, supply chain and information technology functions as well as a Sarbanes-Oxley implementation
- Managed the start-up of Quanta Marine Services which became a successor company to Bisso Marine, a private entity while also overseeing, as CFO, two other Quanta operating units in the Oil & Gas industry
- Managed the set-up of a permanent establishment in Mexico enabling the Company to be a key contractor for the Sur de Tejas pipeline from Texas to Mexico
- Key participant in the sale of the fleet and management of Quanta's exit from the marine business

### **Quanta Services, Inc.**

*2003 – 2012  
Houston, Texas*

#### **Vice President – IT and Administration**

- Managed the Risk Management, Information Technology and Human Resources functions during a significant growth phase from \$1.6 billion to approximately \$6 billion in revenues
- Directly participated in securing surety capacity ranging upward to \$2.5 billion Managed ongoing relationship with both brokers and underwriters
- Provided oversight of procurement, claims management and accounting for a high deductible insurance program with annual exposure activity of approximately \$45 million
- Co-managed the successful selection, global design and implementation of an integrated accounting system (ERP) for multiple operating units
- Managed the building of the information technology infrastructure platform for connecting all of the Company's operating units
- Managed the initial implementation of the Information Technology portion of the Sabanes-Oxley controls framework
- Key participant in the divestiture of the Company's telecom business, including the subsequent decoupling of the unit from Quanta and the transition to buyer
- Rationalized the Corporate office of an acquired company following a \$1 billion transaction
- Served on the Quanta Services, Inc. disclosure committee and as the primary management liaison with the Compensation Committee of the Board of Directors

# DARREN MILLER

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## **Encompass Services Corporation**

1996 - 2003  
Houston, Texas

### **Senior Vice President, Chief Financial Officer**

- Led all aspects of accounting, finance, tax and treasury for company grown from a start-up operation to Fortune 500 status with over \$4 billion in annual revenue
- Negotiated numerous new senior financings or amendments to senior credit agreements ranging in size from \$8 million to \$800 million; including the ongoing management of bank groups ranging from three to approximately 40 institutions
- Directly involved in over 50 mergers, acquisitions and divestitures individually ranging from under one million into the hundreds of millions in transaction value. Extensive experience in virtually all aspects of transactions including due diligence, negotiations, documentation, financing and integration
- Directly involved in an initial public offering of common stock, which raised over \$100 million in capital, and two public debt offerings, which raised a total of \$265 million in additional capital
- Participated in raising \$150 million through a preferred stock investment from a large private equity firm
- Directly involved in the creation of business processes, operational and financial reports and internal control processes and procedures for a start-up enterprise. Later participated in the streamlining or replacement of many of the aforementioned processes to accommodate maximum efficiency and functionality along the growth path to becoming a multi-billion dollar organization
- Numerous public and private presentations to debt and equity investors, bond rating agencies, Boards of Directors, banks and other financial institutions
- Significant investor relations and public speaking experience

## **Allwaste, Inc.**

1989 - 1996  
Houston, Texas

### **Vice President, Treasurer and Controller**

- Primarily responsible for all aspects of accounting and finance for this \$400 million company, including numerous public filings of financial information and other corporate governance requirements
- Co-managed the successful global design and implementation of an integrated accounting systems (ERP) for multiple operating units
- Managed the Company's public debt ratings and associated relationships with the rating agencies

## **Arthur Andersen, LLP**

1982 - 1989  
Houston, Texas

### **Audit Manager**

- External auditing experience in the following industries: environmental or industrial services, oilfield services, offshore drilling contracting, light manufacturing and private universities
- Public Company experience, including an initial public offering

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## **DESIGNATIONS**

Certified Public Accountant (CPA)

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## **EDUCATION**

Bachelor's of Business Administration – Accounting, Lamar University

# MARIO HURTADO

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## **ROLE**

Hurtado will serve on both the transition and management teams as the lead for regulatory; including rates, land access, government relations and O&M agreement administration

## **KEY EXPERIENCE**

**ZUA  
CONSULTING,**  
*2018 – Present  
Houston, TX*

### **Principal**

- Management consulting on infrastructure development, renewables and other energy projects
- Assignments include:
  - Project management and lead for qualified consortium to manage and operate Puerto Rico electric grid system under a public-private partnership to rebuild electric grid and implement 100% renewable energy standard
  - Work for NextEra Energy on regulatory, project management and transition to new ownership of 350-mile electric transmission project in Oklahoma;
  - Evaluation for major European owner/operator on acquisition of wind and solar projects in Mexico; and
  - Analysis for private financial investor on restructuring opportunities for natural gas-fired project reaching PPA termination in competitive power pool

**Clean Line Energy  
Partners**  
*2009 – 2017  
Houston, TX*

### **Co-Founder and Executive Vice President**

- Co-Founder of merchant electric transmission company focused on development and construction of long-haul lines to connect the best wind energy resources in the United States with large demand centers
- Member of management team that grew company from two-person office to 50 plus employees, oversaw development of five greenfield transmission projects in eleven states, and raised over \$200 million
- Direct project execution and development for the Plains & Eastern Clean Line, a \$2.5 billion, 4000 MW high voltage direct current transmission line to deliver renewable energy in western Oklahoma and the Texas Panhandle to utilities in Arkansas, Tennessee and throughout the Southeast
- Managed teams that received public utility approvals in Oklahoma and Tennessee and created a public private partnership with U.S. Department of Energy. Obtained all permits necessary for construction
- Created and managed project development team that oversaw budget, schedule, regulatory approvals at local, state and federal level, environmental permitting, community outreach efforts, and public and government affairs for 720-mile transmission line involving four states and 28 counties

# MARIO HURTADO

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## **4GAS**

2008 – 2009  
Houston, TX

### **Consultant, Project Development**

- Project management and structuring for venture capital-backed company developing liquefied natural gas import terminals
- Established project development processes, risk mitigation and project finance plans for regasification and storage projects in Texas and Netherlands

## **Globeleq**

2002 – 2007  
Houston, TX

### **Vice President, Americas & Director, Americas**

- Created shareholder value of more than \$200 million by leading growth and management of regional business in Central America and Caribbean
- Within 4 years, transformed Globeleq from a minority financial investor start-up into one of the top developer/owner/operators in the region through acquisition and greenfield development
- Exceeded all financial and operational metrics for Central America and Caribbean regional assets totaling approximately 600 MW and EBITDA of \$50 million
- Supervised commercial management, operations, capital investment plans, and operating budgets; oversaw local management performance and identified areas for growth and improved return on investment
- Oversaw operation of \$500 million Latin American portfolio during transition to new ownership

## **Duke Energy North America**

2000 – 2002  
Houston, TX

### **Director, Acquisitions & Divestitures**

- Closed five U.S. merchant energy transactions totaling more than \$1 billion, achieving average returns of 25%
- Managed multiple aspects of transactions from origination through closing, including negotiations with counter parties, oversight of financial valuation, legal and technical due diligence, regulatory approvals, as well as coordination and internal negotiation with commodity origination and trading areas

## **Reliant Energy International**

1996 – 2000  
Houston, TX

### **Director, Business Development**

- Negotiated and closed three major enterprise acquisitions in South America totaling nearly \$3 billion in investments, including two of the top electric utility M&A deals in Latin America in 1998. Directed acquisition teams and oversaw valuation, due diligence, and negotiation with counter parties
- Initiated and maintained relationships with strategic partners and governmental authorities including negotiation of joint bidding and joint venture agreements. Led takeover and transition to new ownership of privatized companies, including hiring of senior staff, personnel and financial restructuring and board oversight

## **Coastal Power Company**

1994 – 1996  
Houston, TX

### **Manager, Project Development & Associate Manager, Project Development**

- Developed independent power projects in Mexico, Central America and the Caribbean, including acquisition of independent power project in the Dominican Republic with +20% realized return

# MARIO HURTADO

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## DESIGNATIONS

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Languages – Fully bilingual English/Spanish. Fluent in Portuguese. Proficient in French.

## EDUCATION

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**Bachelor of Arts**, Political Science, Columbia University

**Master of Arts**, International Relations with Concentrations in International Economics and Latin American Studies, Johns Hopkins University

# BRIAN WALSH

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## ROLE

Walshe will serve on both the transition and management teams as the lead for wholesale, generation and shared services.

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## KEY EXPERIENCE

**ION Consulting**  
2003 – Present  
Global

### **President**

Walshe has extensive expertise in utility regulatory and public policy forums serving regulatory commission clients. He has been involved in early stage regulatory restructuring efforts in emerging markets around the world related to unbundling the vertical utility model and developing renewable energy strategies.

### **Regulatory Support Services to Public Utility Commissions**

- Led or supported eleven utility management audits for eight separate state Public Utility Commission clients
- Led or conducted Prudence investigations for Public Utility Commission (PUC) clients
- Authored the “Strategic and Renewable Energy Plan” (STAR Report) for the Colorado Governor’s Energy Office
- Authored the “Expanding the Role of Renewables in a Power Portfolio” Report for the American Public Power Association
- Conducting dozens of strategy workshops focused on deregulation models and lessons learned from US regulatory experience, as well as workshops related to renewable energy issues

### **Expert Witness and Rate Case Support**

- Provided expert testimony or expert witness testimony:
  - To the Maryland Public Service Commission related to the Natural Gas Pipeline accelerated Replacement Program of Washington Gas Light
  - On valuation of portfolio of 23 landfill gas plants as part of bankruptcy proceedings for U.S. Biogas
  - In the minority owner litigation of the Comanche Peak Nuclear Electric Station I and II testimony I in the area of construction management and the comparison of industry cost trends for nuclear plants construction
  - On the rate case for Limerick Nuclear Generating Station I and II in the area of construction management and the comparison of industry cost trends for nuclear plants construction
- Served as non-testifying witness in rate case investigating the replacement purchased power cost associated with the extended forced outage of:
  - Davis Besse Nuclear Station
  - Calvert Cliffs I and II Nuclear Station
- Engagement manager:
  - Supporting Puget Sound Energy in their Power Cost Only Rate Case associated with the acquisition of the Frederickson Gas Electric Station

- For confidential client preparing analysis in support of Hart-Scott-Rodino review associated with the acquisition of a \$1 billion specialty electrical contractor

## **International Utility Regulation and Public Policy**

- Served SwissGrid in their negotiation to unbundle Transmission business from their vertically-integrated electric utility structure
- Led an engagement for the Office of the Heir-Apparent of Qatar, to develop a strategy to increase the national commitment to renewable energy
- Conducted several workshops in People's Republic of China in the early 1990's regarding establishment of Private Power Development projects
- Supported Eskom in its strategy development with the National Regulator, to restructure the South African Electric Sector in the mid 1990's

## **Energy Infrastructure and Advanced Technology**

- Contributor and reviewer for the book "Securing Utility and Infrastructures" and mentioned in acknowledgements by Dr. Larry Ness, copywrite 2006 by John Wiley & Sons Inc
- Supported Cisco Systems in the development of their Smart Grid strategy
- Supported First Energy in development and regulatory treatment of proprietary technologies related to Electro-Mechanical Flux (EMF) mitigation

## **Power RFP Support and Transaction Advisory Services**

- Assisted Puget Sound Energy in management and analysis of the competitive solicitation process for new power supplies in 2002 and 2006
- Assisted Puget Sound Energy in development of valuation models for multiple engagements. These engagements have culminated in the acquisition of almost \$700 million of generation assets including gas, wind, and Purchase Power Agreements (PPAs)
- Assisted a merchant utility as it refined its generation growth strategy.
- Assisted the Lincoln Electric System to review production cost modeling software required for implementation of nodal market inside SPP
- Supporting a confidential electric IOU in the assessment of potential corporate acquisition candidates as part of a limited partnership with private equity funding
- Assisted a confidential combination gas and electric utility to value and prioritize other regulated "wires" companies in deregulated states as potential merger and acquisition candidates
- Assisted an energy holding company to develop a strategic plan for its regulated operations
- Established a new sales and marketing function designed to focus on strengthening relationships with large wholesale customers, and evaluating the long-term viability of existing diversified operations

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## **EDUCATION**

**Master of Business Administration**, Finance, University of Michigan  
**Bachelor of Science**, Civil Engineering, Northeastern University

# DONATO CORTEZ

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## ROLE

Cortez will serve on both the transition and management teams as the lead for utility transformation, including; engineering, asset management, common services, IRP planning, metering, loss reductions and physical security

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## KEY EXPERIENCE

### **Quanta Services, Inc.**

*October 2016 – Present  
Houston, TX*

#### **Executive Business Development**

- Develop electric and gas utility business opportunities
- Coordinates expertise across operating units as needed for major project opportunities
- Supports operating units by providing content to reinforce consistent message to marketplace

### **Avra Energy**

*2015 – 2016  
Houston, TX*

#### **Vice President Sales and Marketing – LATAM**

- Developed marketing strategies and create sales for renewable energy in Latin America
- Created marketing and sales plans currently under execution
- Developed renewable energy purchases to follow energy sales
- Developed green field renewable energy partnerships and business plans

### **IBM**

*2010 – 2015  
Houston, TX*

#### **Global Business Development Executive**

- Developed large business deals in the global utilities market collaborating with executives in China, Taiwan, Oman, Australia, Brazil, Chile, South Africa, Mexico, Korea, and the United States
- Created strategies for smart grid and renewables, identifying and validating opportunities to apply IBM technology solutions, and coordinating with utility executives to ensure success throughout entire sales cycle
- Worked with utility executives to create strategies for smart grids, new business opportunities, and renewables
- Developed opportunities for smart grid applications (asset management, analytics, mobility systems, customer service and smart meter management) in utilities globally
- Gained thorough understanding of IT systems to apply to utility operation systems then collaborated with different IBM areas to identify utility smart grid technology solutions
- Created business plans for utilities to implement smart grids

### **CenterPoint Energy Houston Electric**

*2001 – 2010  
Houston, TX*

#### **Division Vice President**

- Oversaw the electric and gas business technology strategy including the smart grid program, which encompassed the major equipment selection, overall architecture direction, contract negotiations and PUCT smart meter deployment agreements
- Manage and coordinate with personnel to oversee process improvement gas and electric utilities, Telecom Services, Fleet Services, Land and Field Services, Geographical Information Systems (GIS), Central Shop Services, Contractor Services, Distribution Engineering, Central Metering, and Safety and Environmental Services

# DONATO CORTEZ

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- Managed 350 employees; projected and managed annual budgets of up to \$350M
- Implemented the smart grid by developing and installing the first smart meter with Itron, obtaining a rate increase approval from PUCT for \$800M for smart meter deployment and a \$200M federal grant to initiate the smart grid implementation at CenterPoint Energy Houston
- Reduced operating costs \$200M within six months by developing and implementing numerous sustainable innovative initiatives
- Reduced safety incidents by implementing a behavior based safety program adopted by the entire workforce
- Developed the technical communication (telecom) strategy, Network Operation Center, maintenance, and capital replacement/ implementation plans, implementing plans that included an upgrade of the fiber optics backbone network, and installation of a WiMax system, field force voice and data radio system, and a smart metering last mile communication system
- Developed and implemented an electric network damage assessment model that predicts storm impact and storm restoration workforce requirements to meet set reliability and restoration targets
- Created and managed the Emergency Operating Plan and led the hurricane restoration plan enacted during Hurricane Rita

## **Electropaulo**

*1998 – 2000  
Sao Paulo, Brasil*

## **Director of Operations**

- Oversaw utility operations for approximately 3,600 professional and union employees working with telecommunication, transmission, and distribution grid engineering and operations serving one of the largest cities in the world, Sao Paulo, Brazil
- Reduced operating costs over 40% through incorporating business culture change, process improvement, and newer technology. Reduced professional and union personnel from 6,300 to 3,800 within two years.
- Developed and managed annual capital and operating improvement budgets of up to \$400M
- Reduced commercial losses from 18% to 8% by developing and implementing technical and community programs
- Improved electric service reliability by a factor of 4 and fully automated 99 substations in one year
- Received two awards from ADVB for Top Company in Human Resources 1999 for recognition of the worker retraining program and Top Company in Environmental for designing and implementing a program tasking Electropaulo employees with improving a section of riverbank that crossed the city

# DONATO CORTEZ

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## **EPSA**

1997 – 1998  
*Cali, Colombia*

### **Chief Operating Officer**

- Oversaw utility operations encompassing commercial and communications areas, transmission and distribution grid engineering and operations, and generation (gas and hydro) serving approximately 750K customers in Cali, Columbia. Managed a staff of 1,800 and annual budgets of up to \$500M
- Implemented generation forecast and availability strategic, energy forecast, and operating plans
- Implemented asset and environmental management plans
- Reduced operations cost over 30% through business culture change, process improvement, and technology implementation; managed an approximately 40% reduction of professional and union personnel within one year
- Implemented a meter read to instant bill print system to mitigate hyperinflation effects and improve billing costs and revenue collections

## **Houston Industries Energy, Inc.**

1996 – 1997  
*Houston, TX*

### **Manager of Operations**

- Managed operations oversight for HIEI companies operating in South America and provided due diligence and business plans fore new utility acquisitions. Created 15-year company budgets, takeover plans, and operating plans for acquisition targets
- Developed successful business plans used in the winning bids for two Argentinian Discos (EDELAP & EDESE), a utility in Cali, Columbia (EPSA), and a distribution company (Electropaulo) in Brazil, and led all four acquisition transformation takeovers

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## **DESIGNATIONS**

USA Smart Grid Consumer Collaborative  
KEMA Utility of the Future Advisory Committee  
AT&T Field Services Advisory Board  
Professional Engineer (Alberta)  
Project Management Professional (PMI)

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## **EDUCATION**

**Bachelor of Science**, Electrical Engineering, Texas A&M University

# TODD MCLAREN

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## ROLE

McLaren will serve on both the transition and management teams as the lead for operations; including transmission and distribution, field engineering, customer service field crews, telecommunications, vegetation management, fleet emergency operations plan and field warehousing.

## KEY EXPERIENCE

### ATCO

2018 – Present  
Alberta, Canada

#### Vice President, Engineering & Construction

- Responsible for the overall operations and maintenance of ATCO's transmission, distribution and telecommunication system, as well as project management, supply chain, project construction, commissioning, asset management, land and property functions

### ATCO

2016 – 2018  
Alberta, Canada

#### Vice President, Maintenance & Construction

- Responsible for all construction- and maintenance-related activities for transmission and distribution
- Accountable for departmental profit and loss (P&L) and health and safety results
- Responsible for strategic planning and direction, priority planning and labour relations for the company

### ATCO

2013 – 2016  
Alberta, Canada

#### Vice President, Transmission Construction & Standards

- Responsible for developing and directing the group executing and delivering ATCO's critical transmission infrastructure projects (line and substation) with total combined project values exceeding \$500 million annually

### ATCO

2011 – 2013  
Alberta, Canada

#### Vice President, Eastern Alberta Transmission Line, Line Construction

- Responsible for construction planning, tender development and award, contractor management and regulatory matters for ATCO's \$1.8 billion HVDC link

### ATCO

2009 – 2013  
Alberta, Canada

#### Vice President, Large Distribution Projects

- Responsible for the overall management, direction and coordination of large distribution and transmission capital maintenance projects, as well as developing, directing and controlling the Strategic Project Management Office (PMO)

### ATCO

2007 – 2009  
Alberta, Canada

#### Vice President, Special Projects, ATCO Group

- Reporting to the ATCO Group of Companies' chief administration officer, responsible for the program to implement an enterprise solution for Oracle HR & operating subsidiaries to ensure their representation with the project (> \$70 million)

# TODD MCLAREN

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## **ATCO**

2003 – 2007  
*Alberta, Canada*

### **Vice President, Customer Care & Billing, ATCO I-Tek**

- Responsible for delivering a full suite of customer call and billing services on behalf of 1.3 million customers in a centralized function on behalf of Direct Energy, The City of Red Deer, ATCO Electric and ATCO Gas; the operation won multiple North America-wide awards for customer care and customer satisfaction during this period

## **ATCO**

1999 – 2003  
*Alberta, Canada*

### **General Manager, Business Services, ATCO I-Tek**

- Developed a centralized customer care and billing function on behalf of the ATCO Group of Companies for more than 1.3 million customers; responsible for developing contract procedures and performance metrics, and to begin operations on behalf of 2 external customers (Direct Energy and City of Red Deer)

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## **EDUCATION**

**Finance Major**, Agriculture Business Program, Olds College

**Law Minor**, General Studies, Southwest Texas State University

# PAUL GOGUEN, P. ENG., MBA

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## ROLE

Goguen will serve on both the transition and management teams as the lead for capital programs; including federal funds management and overall project management.

## KEY EXPERIENCE

### ATCO

2017 – Present  
Alberta, Canada

#### **Project Experience: West Fort McMurray 500 kV Transmission Line — Alberta PowerLine**

- Serves on the project management team and project executive committee; responsible for project development and project management

### ATCO

Completed in 2015  
Alberta, Canada

#### **Project Experience: Eastern Alberta Transmission Line (EATL) — Vice President, Transmission**

- Provided support to ATCO executive in the EATL's early development and planning (2004 to 2010)

### ATCO

2010 – 2013  
Alberta, Canada

#### **Project Experience: Hanna Region Transmission Development (HRTD) — Vice President, Project**

- Responsible for the \$760 million project's overall development & execution, including project management, engineering, procurement, regulatory, right-of-way acquisition, permitting, construction & commissioning

### ATCO

2017 – Present  
Alberta, Canada

#### **Senior Vice President & General Manager, Transmission & Distribution, Electricity**

- Overall responsibility for ATCO transmission and distribution business, including system operations, maintenance, asset and work management, quality management, risk management, project & construction management, engineering, procurement, commercial, finance & accounting, regulatory, health & safety, environment, customer care & billing and metering & meter data management functions
- Serves on the Western Energy Institute and Winnifred Stewart Association boards of directors

### ATCO

2015 – 2017  
Alberta, Canada

#### **Senior Vice President & General Manager, Transmission, Electricity**

- Overall responsibility for ATCO's electricity transmission division, including system operations, maintenance, asset and work management, quality management, risk management, project & construction management, engineering, procurement, commercial, finance & accounting, regulatory, health & safety, environment, customer care & billing and metering & meter data management functions

### ATCO

2013 – 2015  
Alberta, Canada

#### **Vice President, Competitive Transmission**

- Responsible for developing non-regulated transmission and telecommunication projects
- Responsible for overall project development oversight, from project inception through to RFP submission (including commercial and technical aspects)

# PAUL GOGUEN, P. ENG., MBA

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## **ATCO**

2012 – 2013  
*Alberta, Canada*

### **Senior Vice President, Transmission Engineering & HRTD Project**

- Responsible for engineering and commissioning functions for ATCO's Transmission & Telecommunication Capital Program (> \$1 billion in 2012 & 2013), and for all regulatory matters related to the HRTD project (\$700 million)

## **ATCO**

2004 – 2010  
*Alberta, Canada*

### **Vice President, Transmission**

- Responsible for the overall operations and maintenance of ATCO's transmission and telecommunication system, as well as transmission planning and land and property functions

## **ATCO**

2000 – 2004  
*Alberta, Canada*

### **General Manager, Yukon Electrical Company Ltd., Northland Utilities Enterprises Ltd., Northland Utilities (NWT) Ltd., Northland Utilities (Yellowknife) Ltd.**

- Responsible for the general management of all functions at ATCO's North of 60 companies, including O&M, capital program, government affairs, Indigenous affairs, corporate communications & regulatory

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## **DESIGNATIONS**

Professional Engineer (Alberta)

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## **EDUCATION**

**Bachelor of Science, Mechanical Engineering**, Queen's University  
**Master of Business Administration**, University of Alberta  
**Ivey Executive Development**, Ivey Business School

# QUYEN NGUYEN, P. ENG.

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## ROLE

Nguyen will serve on both the transition and management teams as the lead for capital projects, construction and project execution.

## KEY EXPERIENCE

### ATCO

2017 – Present  
Alberta, Canada

#### **West Fort McMurray 500 kV Transmission Line — Vice President, Alberta PowerLine**

- Responsible for the engineering, construction, procurement project control and overall execution of the \$1.6 billion project

### ATCO

2015 – 2016  
Alberta, Canada

#### **Site C Worker Accommodation — Vice President, Project**

- Responsible for the engineering, construction, procurement, project control and overall execution of the \$580 million 1,800-person lodge; Quyen's vast experience and record of delivering projects on schedule and on budget were key to meeting the projects very compressed schedule

### ATCO

2013 – 2015  
Alberta, Canada

#### **Eastern Alberta Transmission Line (EATL) — Vice President, Project**

- Responsible for the engineering, construction, procurement, project control and overall execution of the \$1.8 billion, 500 kV EATL project

### ATCO

2010 – 2013  
Alberta, Canada

#### **Hanna Region Transmission Development — Director (2012 – 2013), Senior Project & Engineering Manager (2010 – 2012)**

- Director responsible for project management, engineering management, procurement, project control and execution of the \$800 million HRTD project. Project included detailed site identification and routing, survey, environmental assessment, construction, operating and maintaining all associated transmission facilities. Approved the project controls, communications, environmental, quality and H&S plans developed for the project, and supervised implementation and execution
- Senior project & engineering manager responsible for project and engineering management

### ATCO

2008 – 2010  
Alberta, Canada

#### **Vice Lead Transmission Design Engineer**

- Lead designer for substations, transmission line and the telecom facility design team

### ATCO

2003 – 2008  
Alberta, Canada

#### **Lead Engineer**

- Supervised the Protection & Control group, including planning and designing all substations

### ATCO

1997 – 2003  
Alberta, Canada

#### **Senior Maintenance Engineer**

- Set maintenance direction for transmission substations, transmission lines and telecom facilities

### ATCO

1994 – 1997  
Alberta, Canada

#### **Project Manager, Projects & Engineering**

- Responsible for setting maintenance direction for transmission substations, transmission lines and telecommunication facilities

# QUYEN NGUYEN, P. ENG.

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## ATCO

1989 – 1994  
*Alberta, Canada*

## Electrical Design Engineer

- Responsible for completing design, specification and material procurement for 240/144 kV and 144/25 kV transmission substations
- Engineered analysis and wrote specifications for transmission substation battery banks and battery chargers, and evaluated standard designs for transmission substations

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## DESIGNATIONS

Professional Engineer (Alberta)

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## EDUCATION

**Bachelor of Science**, Electrical Engineering, University of Alberta  
**Executive Leadership Program**, Ivey Business School  
**Body of Knowledge**, Project Management Institute

# JESSICA LAIRD

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## ROLE

Laird will serve on both the transition and management teams as the lead for customer service.

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## KEY EXPERIENCE

### ATCO Energy Ltd.

*2017 – Present  
Alberta, Canada*

#### **Senior Manager, Home & Energy Retail Operations**

- Influence and motivate teams within the business unit and across the larger ATCO organization to develop and execute the ATCO Retail vision through strategies and operating principles
- Engage staff in developing action plans to enhance communication across divisions, strategically solve problems, and promote collaboration to deliver exceptional customer experiences
- Provide guidance to internal and external teams on policies, processes, and procedures to ensure the optimal use of resources and customer experience delivery
- Review market research and customer research to anticipate business and customer opportunities
- Negotiate mutually beneficial vendor agreements for products and services
- Use problem solving and conflict management skills to govern and manage service agreements with IT, retail product, and service vendors
- Responsible for developing the customer experience strategy by evaluating customer feedback and implementing process changes to improve customer satisfaction as well as customer experience metrics, including CSAT, surveys, insights, and quality assurance programs
- Develop and manage a budget of >\$15M
- Ensure compliance with industry regulatory requirements
- Develop, launch, and operate new ATCO Retail business

### ATCO Energy Ltd.

*2015 – 2017  
Alberta, Canada*

#### **Manager, Customer Care & Billing**

- Played a key role in the development and launch of ATCO Energy Ltd
- Developed and executed the RFP process for hiring a third-party call center and billing provider
- Managed the project to set up the ATCO Energy billing system
- Managed the project to develop and document all customer care policies, processes, procedures, and training modules
- Developed the quality program for both agent onboarding and agent service delivery
- Responsible for managing call center service levels, service quality, and reporting
- Responsible for gathering call center intelligence and working with marketing and sales to develop and improve sales strategies based on voice of the customer data
- Worked effectively with the commercial & industrial sales team on lead development
- Participated in the development of marketing and sales strategies.
- Responsible for ensuring compliance with industry regulatory requirements, representing ATCO Energy at industry meetings, and liaising with regulatory bodies

# JESSICA LAIRD

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## **ATCO Electric**

2010 – 2015

Alberta, Canada

### **Manager, Customer Care & Billing Governance**

- Responsible for managing a \$10M+ contract with third party service provider
- Worked with service provider to implement customer experience improvements:
  - Decreased number of customer calls >10 minutes in length by 7%
  - Decreased customer dissatisfaction by 5% through implementing customer concierge service
- Worked with service provider to determine best cost business solutions to meet organizational requirements and maintain compliance with regulatory requirements
- Developed bi-weekly dashboard reporting as a value-added service to monitor service quality
- Reviewed and analyzed customer satisfaction survey results and implemented process improvements based on results
- Developed customer experience team to include customer service employees from across the organization
- Initiated and led several LEAN process improvement projects
- Represented ATCO Electric at industry meetings with the Alberta Utilities Commission
- Represented ATCO Electric on the Canadian Electricity Associations Customer Committee
- Responded to intervenor requests on regulatory proceedings
- Developed and implemented policies, processes, and procedures

## **ATCO I-Tek**

2008 – 2010

Alberta, Canada

### **Manager, Process Quality, ATCO I-Tek**

- Responsible for managing a department consisting of four workgroups and 45 staff members (User Acceptance Testing, Customer Care Solutions, Charge & Statement Check, Rate Administration)
- Identified, supported and grew internal resources to meet current and future business needs:
  - Implemented industry standard training and developed scenario database to increase efficiency of User Acceptance Testing team.
  - Implemented cross training and inter-departmental communication to support company succession plan and decrease work duplication.
  - Introduced ITIL processes to department and division as an industry standard model of process and quality assurance.
- Provided superior leadership, mentorship and direction to a variety of workgroups, enabling the implementation of strategies, tools, processes, solutions, and training to support the delivery of high quality service
- Responsible for the managements of testing of all system changes and production issues for in house billing system and its interfaces
- Responsible for the management of the end to end issue resolution for operations:
  - Developed process for issue ownership and follow up decreasing the number of unresolved issues.
- Developed strategy for issue prioritization and resource management

# JESSICA LAIRD

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## EDUCATION

**Bachelor of Commerce**, Organizational Analysis & Marketing, University of Alberta

**Strategic Leadership Development**, Ivey Business School

**Developing Customer Experience Metrics** – Forrester Research