

ENERGY Line

May 2011

NAES Celebrates 25 Years of Staffing Services in 2011

By Danny Troublefield, Division Manager, Staffing Services



Celebrating 25 years of providing personnel to the energy industry in 2011, NAES Staffing Services Division continues to satisfy customer and employee needs for timely and responsive workforce solutions.

The Staffing Services Division started operation in 1986 as a small subsidiary under the ownership of NAES North American Contract Employee Services (NACES). At that time, the mission of NACES was to provide engineering, technical, management, and administrative employees to utility clients, either on a temporary basis to address peak workloads and special projects, or on a permanent basis through direct recruitment. This overall mission has remained largely the same, with the addition of recruitment in construction and an expanded energy market focus that includes the petroleum/petrochemical industry. NAES continues to provide experienced professional technical personnel on short and long-duration assignments to clientele in the energy market, including payroll services and direct-hire recruiting.

Among the individuals at NAES who were instrumental in ensuring that NACES gained a foot-hold in the industry are Jake Hardy, Senior Vice President and Chief Commercial Officer at NAES Power Contractors in the Hillsboro, OR office, and Pat Clemens, Recruiter at Staffing Services in the Houston, TX office. Their dedication has been instrumental in achieving the past 25 years of successes recognized by NAES.

Jake Hardy was important to the original business planning and organizational launch that introduced NACES to the utility industry in 1986. He pushed hard to establish and cultivate a regular clientele in the Power Generation/Utility market that, as a group, would become the foundation of sustainable future business opportunities for the years that followed. By 1989, NACES added as clients the Department of Energy (DOE) and several nuclear power plants, including the First Energy Davis-Besse plant. Staffing Services continues to supply labor for annual outage projects. Over time, and as opportunities developed in the market, clientele from other industries were added, and by 1991 customers from the Telecommunications, Information Technology, and Food/Beverage industries were included as regular clients.

Pat Clemens started with NACES in 1997 and operated out of Menter, OH, as a recruiter focusing almost exclusively on the areas of administrative/clerical and light industrial recruiting. Pat moved to the NACES office in Houston during its office-consolidation phase in 2001, and since then she has filled several essential functions, including business development/sales and client services, payroll, and employee ser-

VICES. In addition to the determined effort to recruit and place qualified workers into O&M and capital projects (i.e., time is of the essence!), Pat coordinates candidate recruiting and customer job orders and is responsible for tracking applicants, proposals, and job order file administration for the division.

In 2006, Staffing Services was changed to a division under NAES. It's been the outstanding service delivery efforts and the commitment to following through, by Jake, Pat and others over the years, that has encouraged our many customers and field assigned employees to continue to work with us over the years. Those of us at NAES say "Thank you!" to each person who has been part of helping this division to reach another organizational milestone.

NAES and its Staffing Services Division are well placed in the industry, and among our peers, to continue to take advantage of the potential for growth by addressing engineering, construction and O&M needs. We look forward to the next 25 years of service, believing that the energy market will provide many exciting opportunities for success.

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Officer's Message

As NAES Corporation continues to grow its portfolio of power plants and service offerings, our employment level is also expanding with close to 2500 employees currently on board. When we have an open position, we rely on our talented recruiting group to lead the effort for filling the opening. Led by Joe Cimaomo, Employment and Training Manager, the team has the responsibility for the staffing of our fleet of power plants, corporate offices and the NAES Engineering and Construction Group.



The coordination of recruiting activities is handled by Nicole Spahie, Employment and Training Coordinator; both Joe and Nicole are based in the Issaquah office. We have a team of two full time and two part time recruiters; Jill Funderburke, Kristi Hearn, Anne Reed and Freddy Paquian. Jill and Kristi are full time recruiters. Anne Reed splits her time between recruiting and other HR services while Freddy consults special projects recruiting on a part time basis. While each Recruiter has their own areas of responsibilities and expertise, this energetic team works together to fill openings with qualified talent as quickly as possible. They continually share candidate leads, search tools, and best practices to stay on top of the changing dynamics of the candidate search process. NAES recruiters are continuously working on 50 to 60. Our goal is to fill positions in an average of less than 90 days and some positions in less than 60 days.

Our Recruiters use a variety of methods to seek out the best qualified candidates. We don't just wait for candidates to knock on our door; we are actively reaching out to candidates through many sources. Social media plays a large part in our search for candidates as we utilize sites such as LinkedIn, Facebook, professional organizations and alumni associations in our Internet searches. The old tradition of putting an ad in the Sunday paper and waiting for people to apply is a thing of the past; the use of classified ads for recruiting has also dropped dramatically in the past few years. The world of recruiting is no longer localized; we now recruit on a national scale. As examples, we recently had three graduates from a Power Plant Technology program in Michigan accept offers with NAES as O&M Technicians, resulting in their relocation from Michigan to California. A General Manager recently relocated from Dallas to Issaquah.

The recruiting team works closely with the hiring manager to evaluate the requirements of the position. Understanding the skills and qualifications helps them determine how each candidate would fit the position and the company. A candidate's technical knowledge is extremely important as is their ability to contribute to a facility's overall performance. Candidate communication, teamwork and leadership abilities are extremely important to all positions at NAES.

NAES strongly believes in promoting from within the company whenever possible and we actively seek out internal candidates. All positions have a 10 day window for internal candidates to apply and be considered. Internal candidates are given the courtesy of a phone interview to discuss the opportunity; if the qualifications are met, a formal interview is scheduled. Internal applications submitted after the initial ten-day posting period are still considered, but external candidates may be under consideration at that time. We encourage all qualified employees to apply for positions throughout the company. The knowledge current employees bring to their new assignment is invaluable.

Later this year, we will transition over to a new Applicant Tracking System. We are excited about the conversion as the new product will provide updated tools that will expand our current capabilities to manage, track and communicate with applicants throughout the recruiting process.

Remember – as employees of NAES, we are all recruiters! Everyone can promote NAES to qualified candidates. Recommendations from our employees are always highly regarded. We encourage you to visit NAES.com/careers and follow NAES Recruiting on Twitter at www.twitter.com/naescareers to stay current on the latest opportunities!

Regards,

Mark Iraola

Safety Corner

Water Hazard Removed at Shower/Eyewash Station

By Mike Prindle, Plant Manager, Goodman Energy Center

Most power plant facilities include a shower and eyewash station for use during emergencies. At the Goodman Energy Center in Hays, Kansas, the station is located in the maintenance shop, and when it is tested each week, water invariably splashes onto the shop floor creating an unsafe slip or fall hazard. In addition, an electrical hazard is created when technicians operate electric tools in the immediate area.

The person performing the weekly test needed to squeegee the floor to remove the water, and even with these measures some water still remained after the clean up. Plant staff tried using a five gallon bucket to contain most of the splashed water, but a substantial amount of water inevitably spilled onto the shop floor.

One technician suggested putting in a drain to be used during the weekly test. Using a suspended five gallon bucket with a hose attached to the bottom, he then inserted a shank coupler into the hose. The plumbing was rigidly built and plumbed to drain into the sanitary sewer, including all new galvanized piping behind the station. When not being used, the bucket is stored beneath the station.

The time it takes to perform the weekly preventive maintenance of the safety shower and eyewash stations has been cut by two thirds, and the work related hazards due to puddles of water being on the floor are now gone. The shop area, in general, is more sanitary, too, without standing water on the floor.

For Goodman, this relatively simple and straight forward modification has yielded nothing but positive results, and reflects just one of the countless ways plant staff can

be cost effective while maintaining a safe workplace. Any facility can benefit from a similar modification, and we encourage you to check for similar safety hazards at the shower/eyewash station at your plant.



Before



After

Questions about your benefits?

Do you have questions about Health Insurance, 401K & Retirement, or Education Assistance?

Call or email NAES Benefits at askbenefits@naes.com or call the benefits hotline 1-800-255-2947.

You may also use this tool to notify the Benefits department about:

- Changes to your address
- Additions or changes to your family status
- Student status



Submitting Articles for Energy Line

To submit an article for the next Energy Line, please visit the NAES Portal. On the right side of the page, click "Energy Line", then "Submit an Article", or email myla.colson@naes.com.

Energy Line is published 10 times per year. Please review the editorial calendar below. The submission deadline for the June issue is June 10.

Month	Theme	Due Dates
June	Safety	6/10/11
July/Aug	Maint. & Const.	8/12/11
September	Support Services	9/16/11
October	Sales & Marketing	10/14/11
Nov/Dec	End of Year Wrap Up	12/9/11

Safety Corner

Cumulative Trauma Disorders - How Can you Prevent Them?

By Barbara Brown, Project Manager - Safety



Cumulative Trauma Disorders (CTD) are strains that may result from long-term repetitive motion or from continually working in an awkward position. Strains commonly occur in the wrists, arms, shoulders, or back, affecting the body's joints and surrounding muscles and tendons.

CTD are said to be today's fastest growing occupational problem, affecting all types of employees, from computer operators to construction workers. Modern equipment, tools and machinery have increased production capabilities in many way, but in some cases, they have also increased the potential for strain injuries in people. These disorders not only cause great discomfort, they can also affect a person's employability and personal lifestyle choices.

SUGGESTIONS FOR REDUCING YOUR EXPOSURE TO CTD:

- Do warm-up exercises before beginning physically demanding tasks (take a tip from athletes).
- Plan ahead--if you will be doing a job that is awkward, think of ways to make it easier.
- Rotate your work position to

change how muscles are used during your work shift.

- Use the proper tool for the job to avoid awkward movements and the need for overexertion.
- Take a rest break when fatigue sets in. Just a few minutes can make a difference.
- Carefully stretch tired or overworked muscles to improve circulation and relieve tension.
- When appropriate, use anti-shock or anti-vibration gloves, wrist supports, or other personal protective equipment that helps prevent cumulative trauma.
- When using hand tools keep your wrists in a "neutral" position, as opposed to repeatedly bending them up, down or sideways during work tasks.
- Just because a co-worker is not affected by a physically demanding task, don't ignore messages your body sends you. Although humans share many physical characteristics, people are often different in terms of their physical strengths and weaknesses.
- Back strain is one of the most common CTD. Always use proper lifting techniques.
 - Keep your shoulders in line with your hips to prevent lower back strain when carrying and moving materials - pivot

your feet in the direction of travel for proper hip/shoulder alignment.

Q: What's the most important lifting rule to remember?

A: Keep The Load Close! There are many other lifting rules, like "bend your knees and lift with your legs," but you can't do this in every situation. Research has also shown that leg muscles become fatigued when frequent lifts are required, so other techniques must be used as well.

Q: If you don't hold a load close to your body, how much heavier is the "experienced" weight than the actual weight?

A: Ten times as heavy! The back operates as a simple lever, with the fulcrum in the lower back. Back muscles serve as the power arm; the load being lifted is the weight arm, and a 10-1 lever ratio exists in the lower back. The further away you hold the load, the "heavier" it is.

Q: Why never twist with a load?

A: Lumbar (lower back) vertebrae, disks and joints are under the most vertical pressure when lifting a load. Twisting with a load creates a "shearing" effect on these tissues. The more "mileage" you have on your back, the less forgiving it will be under this pressure.

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Safety Corner

Do Sweat the Small Stuff!

By Barbara Brown, Project Manager - Safety



“A penny saved is a penny earned...”

“Safety pays...”

We’ve heard these adages for years. One day, I heard a manager tell me “don’t sweat the small stuff.” But if you think about it, safety, and working safely, is all about the “small stuff”:

- Make sure the grinding wheel matches the grinder and adjust the tongue and tool rests so that material doesn’t get caught.
- Inspect the pins, nuts and bolts on the forklift before use, before it falls apart during the next lift.
- Ensure the load matches the lifting capacity of the equipment used to lift the load before it tips.
- Wear eye protection when grinding to save a trip to the eye doctor.
- Use hearing protection when it’s noisy so you can hear when you go home.
- Use gloves when handling equipment and materials so you don’t cut skin or get splinters in your hands.
- Take a hammer, sling, ladder out of service when it doesn’t pass inspection before it breaks.
- Make sure you wear the seatbelt on the equipment in the yard or on the jobsite before hitting that pothole when you’re in a hurry.
- Report and talk about near misses – so no one gets hurt the next time.
- Adjust trench boxes from the top when being put into place, so if it caves in you’re not buried.
- Use the taglines on a lift before it sways in the wind.
- Practice good housekeeping to reduce trip and fall hazards.
- Set up the job/task to make it easier on the human body when moving materials to prevent yourself from getting a muscle strain/sprain.
- Make sure you look up when operating in areas with overhead obstructions so you don’t have to worry about electrical hazards.

It’s all small stuff, but it all adds up to a safer job and work area. So, sweat the small stuff, clean up that spill you noticed walking by before the next person, distracted, doesn’t see it and slips or falls.

When inspections are performed and you find concerns that need to be followed up on, make sure they are taken care of so no one gets hurt on the job and everyone gets to go home injury free at the end of the day.

It’s all small stuff.....and when it comes to safety, it pays to sweat it!

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Q: Which muscles are most important for keeping the spine in its strong S-shaped curve?

A: Abdominal muscles, which work in cooperation with back muscles to support your spine. The trouble is abdominals tend to weaken over time. It helps to tighten them during a heavy lift, but more importantly, keep them in good shape.

All muscle discomfort and fatigue is not a cumulative trauma disorder. Everyone experiences occasional aches and pains from both work and play, especially when you are not used to the activity. Nevertheless, awkward, repetitive work positions can result in long-term physical problems, so it’s up to you to avoid these in whatever ways you can. If the ache doesn’t go away within a day or two, follow the above suggestions.

If you have early symptoms of chronic discomfort, report it immediately to your supervisor. The sooner a better tool or work position can be incorporated into your work activities; the sooner those symptoms can be controlled.

Listen to what your body tells you and learn how to avoid CTD!

Headline

Liberty Electric Power Plant Accepted to OSHA VPP

By Dick Fabbro, Director, Safety



John Kolarick, Plant Manager at the Liberty Electric Power Plant located in Eddystone, Pennsylvania, received notice that the plant was accepted by OSHA into the Voluntary Protection Program (VPP) at the Star level, which is the highest level of achievement possible. Plant staff will be presented with a flag of recognition from OSHA to proudly fly over the plant.

Please take a moment to congratulate the team at Liberty on this great accomplishment!

Liberty joins an elite group of 1,700 plants across the U.S. that have achieved VPP status, including other NAES plants:

- Rathdrum, Idaho
- Carneys Point, New Jersey
- ROVA – Weldon, North Carolina

- Logan, New Jersey
- Southampton – Franklin, Virginia
- Holland – Beecher City, Illinois
- Altavista, Virginia
- Lincoln – Manhattan, Illinois

Two additional NAES-operated plants are actively pursuing VPP status: Cottonwood located in Deweyville, Texas, and Plains End located in Arvada, Colorado.

Below is a brief description of the VPP from OSHA:

The VPP recognize employers and workers in the private industry and federal agencies who have implemented effective safety and health management systems and maintain injury and illness rates

below national Bureau of Labor Statistics averages for their respective industries. In VPP, management, labor, and OSHA work cooperatively and proactively to prevent fatalities, injuries, and illnesses through a system focused on: hazard prevention and control; worksite analysis; training; and management commitment and worker involvement. To participate, employers must submit an application to OSHA and undergo a rigorous onsite evaluation by a team of safety and health professionals. Union support is required for applicants represented by a bargaining unit. VPP participants are re-evaluated every three to five years to remain in the programs. VPP participants are exempt from OSHA programmed inspections while they maintain their VPP status.

Did you know?

NAES recruiting and Staffing Services Division hired just under 900 people in 2010? That is enough people to stretch one mile lying down.



Headlines

NAES Recruiters “Link In” to Social Media for Recruiting

By Jill Funderburke, NAES Recruiter



When people hear the term “social media” it frequently makes them think of social networking sites like Facebook, MySpace, and Twitter. But there is so much more to it!

So, what is social media? Merriam-Webster defines it as:

“Forms of electronic communication (as web sites for social networking and micro blogging) through which users create online communities to share information, ideas, personal messages, and other content (as videos).”

Social media is a phrase that is tossed around a lot these days. It’s a broad term that is difficult to pinpoint. Here are some characteristics of social media:

- Using the Internet and web-based technologies to connect and communicate information with others
- Capable of reaching a global audience
- Highly accessible to the public at little or no cost
- Immediacy – information can be communicated instantaneously
- Age is irrelevant in social media

usage; it reaches an audience of all ages.

As a Recruiter, it’s important to be where the applicants are. Social recruiting is all about tapping into social media to find potential candidates. Social networking is fast catching “word of mouth” as the most reliable and effective source of recruitment leads!

Here’s a look at some of the more familiar websites that the NAES recruiting team is visiting to find candidates.

LinkedIn:

Think “electronic professional rolodex” and you’ve got the main intent of LinkedIn. It is the world’s largest professional network with over 100 million members and growing. LinkedIn helps you to stay connected with your business contacts and network with others by joining groups. Group members post discussion items on topics of interest to members and there are groups for everyone.

As a Recruiter, LinkedIn provides an avenue to share our job postings on my newsfeed, which is seen by all of my connections. My 30 years in the energy field has generated a contact list of more than 400 contacts across the U.S. Imagine the possibilities when they see my job postings and if they share them with their networks!

Do you have a profile on LinkedIn? If so, I invite you to connect with me, join the NAES Corporation Group Page and “follow” the NAES Corporation company page – all will keep you up-to-date on our company activities as NAES participates in annual conferences, posts career openings

and shares articles of interest.

Next, let’s take a look at Twitter:

Twitter is a real-time information network. Its concept is simple – small bursts of information are sent out instantly, better known as tweets and limited to no more than 140 characters. It was first launched in 2006 and has gained popularity worldwide with an estimated 200 million users.

For recruiting purposes, we created a twitter account named @NAESCareers. We use this to “tweet” jobs that are available and direct our “followers” to the NAES Careers page. Here’s an example of one of our recent tweets:

@NAESCareers NAES Recruiter
Plant Manager needed in Kennerdell, PA - 85 MW, circulating fluidized bed waste coal-fired generation plant. <http://naes.jobscience.com>

And if you happen to see a pound sign in a tweet (#), it’s not a typo. Using the pound symbol in a tweet is known as a hash tag. Adding a hash tag in front of a keyword in a tweet makes it instantly searchable. Here’s an example of one of our tweets using the hash tag:

NAESCareers NAES Recruiter
Great opportunity! #Maintenance Manager needed for a wood #biomass to energy facility in Burney, CA. <http://naes.jobscience.com>

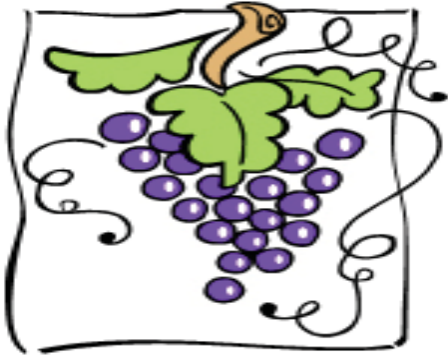
We invite everyone to follow us on Twitter! Our Twitter address is @NAESCareers.

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Headlines

How Grapevine Awards Can Work for You!

By Jill Funderburke, NAES Recruiter



While our recruiting staff is hard at work locating qualified candidates for openings, some of our best leads have come from you, our employees! We continue to find that employee referrals are one of the most effective ways to attract talented people to NAES. Who better to recommend quality candidates than our own employees, the very people who contribute to the success of our company?

Our Grapevine program rewards employees for referring friends and peers to career opportunities. If your eligible referrals apply and are hired, you'll receive a referral bonus. One half of the award is paid when the referred employee begins employment; the second half is paid after they complete six months of employment. The award levels are:

\$5,000 – Plant Manager and Project Manager referrals (U.S. projects)

\$2,000 – Operations/Maintenance Supervisor (U.S. projects)

\$1,000 – all other positions (U.S.)

Referring candidates to apply for open

positions is a simple process, no paper required! Simply log onto www.naes.com and click on the “Careers” tab at the top of the page.

On the next screen, select the “Current Employee” button which will take you to your login page. After logging in, click on the “Referral Program” button on the left hand side of the next page and select a position to refer. Once inside the job description, click on “refer a friend”, complete the required information and hit send. This will send an automatic link for your friend to apply and it will be attached to your name in the applicant tracking system.

Congratulations to the following employees who have received Grapevine awards to-date in 2011:

Robert Gilmore	Arlington Valley
Heiki Poolake	BL England
Karen Maranto	Chino
Alexandru Ghimpu	Chino
Josie de Leon	Corporate Development
Kathy Woodard	Corporate/ESS
Carolyn Bass	Edgecombe
Christopher Williams	Edgecombe
Vito Genna	Logan
Justin Herman	MMPA
Joanne McQueen	Northampton
Randall Santee	Northampton
Sean Schweitzer	Northampton
Tommy Arnett	Plains End
Travis Montgomery	Spruance

NAES Recruiters “Link In” to Social Media for Recruiting Continued on page 8

Finally, a look at Facebook:

Yes, that's right – NAES has a Facebook page! Search for NAES Corporation, click “Like” and you'll instantly be connected to posts, photos, and activities. You can also link to it from the NAES website home page. NAES started a Facebook page to further promote our brand name, share current company news, and spread the word about job openings. Press Room Statistics indicate that 50% of all active users log on to Facebook in any given day. Consider that the average user has 130 friends... if each employee were to follow this page and share job openings with their network of friends, the news about a career opportunity would travel quickly!

One final editorial comment from someone who spends a lot of time reviewing information on social media and networking sites: anything posted on the Internet can be found and viewed...be it a comment, a blog, a photo, or a video...if it's posted, it's out there for the world to see. I'm often amazed at what I see when conducting searches. It's a good reminder to share with your family and friends...

Clearly, the world is changing, and we are committed to staying current with our recruiting practices to attract people that share our core values and culture of excellence.

Headlines

NAES Internships Lead to Full Time Employment

By Nicole Spahie, Employment and Training Coordinator



Tyler Holstein

The NAES recruiting team prides itself on reaching out to the future workforce via University job fairs and social media as part of an effort to increase training opportunities and develop the future of the industry, NAES maintains an active internship program.

During the internship, interns participate in planned, supervised work assignments which allows them to gain invaluable experience that contributes to their personal and professional development. As part of the process, students are mentored by current employees and perform activities related to their course of study that relates to what they are learning in the classroom.

NAES has had the opportunity to hire interns from the program as full-time employees upon graduation. Tyler Holstein is a Marketing Engineer at the NAES Corporate office in Issaquah, Washington.

Tyler, a graduate from the University of Washington, participated in a NAES internship program at our corporate office as an Operations Analyst Intern. He first learned about the internship via the academic careers website and through a NAES Human Resources representative who conducted a presentation about internships with NAES. After applying, he was hired for the summer. During the internship, he gained practical, hands-on work experience relating to his academic studies as he assisted in the preparation of safety, maintenance, operations, and system description manuals for various power plants. In addition to working in the office, he traveled to various NAES plant sites and worked closely with the NAES Division Directors and plant personnel regarding environmental and safety procedures. After his internship, we hired Tyler as a full-time Marketing Engineer. Thanks to the program, he continues to apply his knowledge and work experience in this role.

Interns are typically given full responsibility on projects, gaining direct experience in the power plant environment and/or corporate office, resulting in dynamic educational experience. We look forward to continued internship opportunities that provide students with the training and tools necessary to accomplish their goals, dreams, and future career endeavors.

Corrections From April 2011 Energy Line

We apologize for errors in the April 2011 Energy Line in the article "NAES Recognized with Best Practices Awards." The job titles of some of the employees accepting the awards were incorrect. Below are the correct titles of those identified in the article:

Ed Malone - Plant Engineer
Athens Generating Plant

Doug Klar - Operations Manager
Faribault Energy Park

Larry Hawk - Plant Engineer
Granite Ridge Energy

Rick Shackelford - Plant Manager
Green Country Energy

Mark Lane - O&M Supervisor
Lincoln Generating Facility

Richard Jay Slakes - Plant Engineer
New Covert Generating Facility

Dean Motl - Plant Manager
New Harquahala Generating Station

Kelly Fleetwood - Plant Manager
Wolf Hollow I

Headlines

Meet the NAES Recruiting Team!

By Human Resources Recruiting Team



Joe Cimaomo

I have been in the Human Resource field for almost 25 years with the majority of my experience being in the area of Recruiting. Prior to joining NAES, I had experience recruiting in both the Retail and Travel industries. I have been with NAES for just over 3 years. I find this position an exciting challenging opportunity. The HR group has been involved in creating many innovations to the recruiting process and have developed various avenues for identifying highly qualified candidates for the NAES family. Working with this organization and the HR group has been a fun and rewarding experience for me.

When not recruiting, I enjoy bike riding, an activity I took on seriously last summer. I am also an avid baseball fan. I have two adult married children and one grandson. I am very active in my community and volunteer with the local Police Department and Kiwanis Club. My wife and I have a passion for animal rescue and over the years have adopted senior/special needs dogs and cats that share our home.



Jill Funderburke

Jill joined NAES in April of 2007 as our first full-time Recruiter. She has more than 30 years of experience as an HR professional in the energy sector and has a passion for

matching quality candidates with career opportunities. Her specialties include recruiting/staffing of greenfield sites, and she has successfully staffed many of our new facilities over the years.

Since joining NAES, Jill went on a “personal mission”, as she calls it, to enhance her recruiting skills to benefit NAES in filling positions. To achieve this goal, she began taking webinars and certification exams, learning all the “tricks of the trade” in the new world of social media recruiting. Today, she has an alphabet soup of active certifications to include: Certified Internet Recruiter (CIR) achieved in November, 2008; Advanced Certified Internet Recruiter (ACIR) designation in December, 2008; Certified Social Sourcing Recruiter (CSSR) in July, 2009; Certified Diversity Recruiter (CDR) in July, 2010, and Elite Certified Recruitment Expert (ECRE) in December, 2010.



Freddy Paquian

Freddy joined NAES in July of 2009 as a recruiter specializing in introducing NAES to military personnel transitioning out of the military. Freddy is a 21 year veteran of the Navy. While serving in the Navy he was assigned to Navy Recruiting, where he was a Regions Supervisor in charge of all recruiting from Seattle, WA to the Canadian border. Prior to Navy Recruiting, he lead a Strategic Missile division onboard a Trident nuclear submarine that was stationed out of Bangor, WA. His recent role at NAES has been in recruiting and staffing of greenfield sites.

Freddy understands the new challenges recruiting in this current job market and has embraced the world of recruiting on the web through social media. Since joining NAES, he has run through the gauntlet of certification and became a Certified Internet Recruiter (CIR), Certified Professional Recruiter (PRC), Certified Social Sourcing Recruiter (CSSR) and Certified Diversity Recruiter (CDR).



Kristi Hearn

Kristi joined NAES in 2003 when the company acquired Conectiv Operating Services Company in Carneys Point, New Jersey. She’s worked in the energy industry for over 30 years, and began her HR career in 1992. Kristi received her Professional in Human Resources (PHR) certification in 2004 and has earned her Certified Internet Recruiter (CIR) designation. Her responsibilities with NAES as a full-time recruiter began in 2010.

One of the biggest recruiting challenges in today’s job market is keeping abreast of the latest technologies for sourcing and contacting top candidates. Kristi continues to enhance her technical skills by working toward additional recruiting certifications and training. In addition, she represents NAES at industry, military and academic career fairs by seeking qualified candidates, and by promoting the NAES brand throughout the industry.

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Headlines

Meet the NAES Recruiting Team continued from page 10



Nicole Spahie

Nicole has been the Employment and Training Coordinator for NAES since February of 2008. She is the “glue” that keeps

the team connected, as she provides support to the NAES recruiters, facilitates the pre-employment process, and is responsible for managing the applicant tracking system.

Nicole attended Washington State University in Vancouver, Washington, and graduated with honors fulfilling her Bachelor of Arts degree in Human Development. Nicole has also studied at Portland State University, and completed her Human Resources Certificate of Proficiency. Overall, Nicole has worked in

the Human Resources field for five years with a focus on supporting the Recruiting and Employment department. Nicole’s most recent accomplishments include the completion of her CIR (Certified Internet Recruiter) under the Advanced Internet Recruitment Strategies program.



Anne Reed

Anne joined NAES in April of 2009 and brought with her 20 years of Human Resources management experience. Much of that service was

focused on representing Fortune 500 companies, as well as a number of globally recognized organizations. Anne enjoys maximizing employee engagement through training and development, succession planning and employee empowerment.

Anne is based in Houston, Texas. Since joining NAES, she has stayed busy with visits to numerous plant locations providing HR support and “welcome orientations” for new plants joining NAES. She also coordinated the successful initial staffing of the Plum Point and Sandy Creek facilities. She currently provides employee relations support to Power Plant Operations, as well as providing recruiting expertise to the NAES Fleet.

Originally from Georgia, Anne attended Waycross College and completed the Human Resources management curriculum at Amarillo College. Anne holds the PHR (Professional Human Resources), GPHR (Global Professional Human Resources) and CRP (Certified Recruiting Professional) designations, and is a member of the Society for Human Resource Management (SHRM), both national and the local Houston chapter.

Get Involved for the Good of Us All

By Carol Wilson, Plant Administrator - Green Country Operating Services

It is estimated that 45% of the current power industry’s labor force will retire in the next few years. Power companies must become more proactive and develop a plan of action to deal with the impending exodus of retiring personnel.

Typically, when an opening becomes available in the power plant industry, it is usually filled by hiring a skilled worker from another power plant, as opposed to hiring and training non-skilled employees. However, this results in transferring the opening, instead of filling the void.

The average time frame to fully develop a power plant technician is five years. A power producer can expect to save around \$60,000 in “in-house” training expenses for every worker that is hired with a technical

degree in power plant technology.

Green Country Energy and other local power producers have been partnered with a local technical college since 2007 to assist in the development of power plant technology programs and offer students paid internships at the plants. Green Country hires a power plant technology student every summer. This allows the student to have a hands-on learning opportunity to interact with the power plant industry and experienced faculty, and exposes them to a real world experience.

Through the internships, scholarships and participation in power plant technology capstone projects, (college directed resolution of an actual power plant problem), power producers have an

opportunity to get to know the applicant before offering the candidate a position.

Green Country Energy also sponsors recruitment activities for area high schools to educate students about a career choice in the power plant industry. Students learn about the industry benefits, which include (after obtaining a technical degree): higher starting salaries (as much as \$20,000), quicker progression through the plant technician qualification process, nearly 100% placement after graduation, good job security and promotional prospects and exposure to the latest technology systems. Green Country encourages power producers to “Get Involved for the Good of Us All”.

Corporate Communications

Power Plant Operations Safety Update

By Richard Fabbro, Director, Safety

Safety Incident Summary – Through April there have been 9 OSHA Recordable incidents across the fleet. This compares with 11 incidents for the same time period in 2010 during which many of the plants worked through some of the harshest winter weather conditions and tornados the country has seen in years.

Also, while the number of incidents decreased, the hours worked across the fleet increased by more than 23% primarily because of the new plants that have joined NAES. When the two metrics are combined, NAES is off to a good 2011.

The OSHA Recordable Incident Rate for the first four months of 2011 is 1.24, which is approximately one third of the average for our industry and a 37% reduction from the same period last year.

Continued diligence to safety could result in a 2011 rate below 1.0 which would be a first for Power Plant Operations and a significant milestone of accomplishment.

Plant Safety Assessments – A new safety assessment tool has been developed to more thoroughly evaluate plant safety effectiveness. The assessment tool was used for the 1st time at the Rathdrum, Idaho plant and will be used at another 14 plants during the year. This assessment process will also be used to evaluate new plants coming into the NAES system as part of the transition process.

The Assessment Spreadsheet can be accessed on the NAES Portal under ppo plants/safety/tools/safety assessment protocol.

Contractor Safety – A new Contractor Safety Management procedure was published in March. Although the 51 page document may seem daunting at first, some successes are already being seen in the field, such as a critical lift incident at Hamakua. The procedure brings NAES in line with what other major companies have been expecting of their contractors for many years.

Plans are to have the procedure fully implemented before the fall outage season.

Liberty VPP Status – Liberty Electric in Eddystone, Pennsylvania received notice that they have been accepted by OSHA into VPP (Voluntary Protection Program) at the STAR level. This is the highest level of recognition.

Only slightly more than 1,700 plants across all of U.S. industry have been accepted into VPP since its inception in 1984.

Acceptance into VPP can take from 12 to -18 months and requires verification that the written policies and procedures not only are in place, but that they are communicated, understood and implemented in the field. Once the application is submitted, OSHA schedules an on-site evaluation that can take 4 to 5 days. Employees are interviewed and paperwork is scrutinized as part of the verification. OSHA's position is that if it isn't documented, it didn't happen.

After the on-site evaluation, OSHA reviews their findings. This can take several months. If the recommendation is to award VPP the plant is notified whether it will be at the Merit or Star level.

Merit means that you're pretty good- good enough to qualify, but there are areas for minor improvement. Merit sites have 18 months to address the findings, at which time a second OSHA evaluation is scheduled.

Star means your safety program is well in place, employees understand and support it and there is ongoing management support. Very few plants achieve Star status after the initial evaluation.

The cornerstone to VPP success is a close working relationship between management, employees and OSHA. If any one of the legs of this three-leg stool is kicked out, the process doesn't work and VPP is not achievable.

The final step is for the plant to plan their celebration, at which time OSHA will present the Star plaque and a VPP flag to proudly fly over the plant.

Congratulations to all the employees at Liberty Electric!

Hamakua Safety Success – During the recent outage, Hamakua Energy Partners had a huge safety success by utilizing the Critical Lift Procedure Checklist included in the recently released Contractor Safety Management Procedure.

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Power Plant Operations Safety Update continued from page 12

The crane contractor was preparing to remove a turbine shell and had stationed the crane for the pick. Assistant Plant Manager Royd Warren and EHS Coordinator David Herring used the Critical Lift check list to determine whether the crane had sufficient capacity to safely lift the load. After determining the weight and boom angle, it was determined that the 75 ton crane would be overloaded if it tried to lift the 15 ton shell and could possibly tip over.

The crane was repositioned to reduce the boom angle and the lift was made successfully.

Hats off to the Hamakua team for effectively acting on this job.

NAES has defined critical lifts as those where:

- More than one crane is required to make the lift
- The value of the object being lifted exceeds \$50,000
- The object being lifted has a replacement time of more than 30 days
- The load exceeds 75% of the crane's rated capacity
- Employees assisting with the lift are required to be in a high risk position during lifting or setting the object
- The lift is in close proximity to

energized power lines

- The lift is carried over or closely adjacent to hazardous chemical lines or processes
- The lift could endanger the public
- The crane has to travel with a suspended load
- Employees have to work out of a basket suspended from the crane

Be on the lookout for these types of lifts being made at your plant and use the Critical Lift Check list to plan the job.

Follow NAES on Facebook, LinkedIn and Twitter

If you haven't heard the news, NAES has a Facebook page, LinkedIn and Twitter accounts. Company news, announcements, job openings, and other industry related news can be found there. Please be sure to "like" our Facebook page and follow us on Twitter and LinkedIn. The links below will take you to the pages, or you can click on the links on the NAES website, www.naes.com.



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NAES Operates “Win-Win” Waste Coal Projects

By Valerie Gill, Senior Environmental Specialist, Carneys Point

NAES provides contracted operating services at two waste coal burning facilities that are beneficial both economically and environmentally: the Scrubgrass and Northampton Generating plants located in Pennsylvania and managed by Power Plant Management Services, LLC (PPMS). Both plants joined the NAES fleet in August 2010 as part of the “Calypso” transition, the largest fleet transition NAES has undertaken to date.

Mining History Leaves Unfortunate Legacy

Pennsylvania has a long history of coal mining dating back to the late 1700’s that has left an unfortunate legacy in the form of safety hazards and environmental impacts. More than 1,700 abandoned coal mines in Pennsylvania create safety hazards with steep slopes and hidden shafts, and coal fires in some of these abandoned mines have burned underground for decades releasing elevated levels of carbon monoxide. In addition, numerous abandoned mines have filled with rain and groundwater over time and continue to release red, acidic water that contaminates some estimated 2,400 miles of streams and rivers in the state.

Abandoned Mine Lands (AML) is the term used to describe the land, waters, and surrounding watersheds affected by mining operations. Pennsylvania includes about 250,000 acres of AML encompassing 43 of the state’s 67 counties, and representing about one third of the nation’s abandoned mine land problem.

A subset of AML is waste coal piles, which contain low-energy-value remains, or “spoils,” and overburden from mining activities. This waste coal is referred to as “culm” in the anthracite regions of eastern Pennsylvania and as “gob” in the bituminous regions of western Pennsylvania. Coal mining counties literally contain mountains of waste coal pile.

Photos courtesy of the Anthracite Region Independent Power Producer Association (ARIPPA) website.



Innovative Technology Reclaims AMLs

The Scrubgrass and Northampton plants both use circulating fluidized bed (CFB) boiler technology capable of burning culm and gob in an economic and environmentally clean manner. Through the CFB technology, these facilities are able to utilize waste coal in generating power, thus reducing and potentially eliminating the visual impairment to the landscape created by the mountainous piles.

The CFB incorporates a fluidization technology to mix and circulate the waste coal particles with limestone as they burn in a low-temperature combustion process. The limestone captures the resulting sulfur oxide in the combustion gas, while the low burning temperature minimizes the formation of nitrogen. The two plants also utilize high efficiency baghouses for particulate control and Non-Selective Catalytic Reduction (NSCR) for NOx reduction, a method that injects aqueous ammonia into the firebox of the boiler at a location where the temperature can best react with the nitrogen oxides formed during combustion, thus producing harmless nitrogen and water as a byproduct.

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NAES Operates “Win-Win” Waste Coal Projects continued from page 14

The added limestone generates an alkaline ash by-product that is returned to the waste coal fuel site, and which is then used to beneficially reclaim the abandoned mines and strip mine pits. The ash is a blend of limestone and the indigenous rock/dirt found in waste coal. The limestone renders the pH of the ash to levels that neutralize the acidic mine drainage and also creates a rock-hard consistency. The CFB ash material is beneficially used in a highly regulated fashion. Placement, compaction, grading, and the final phase of covering the ash with topsoil, and planting the area with appropriate vegetation is all monitored and tested even after the reclamation process is completed. Scrubgrass has been in operation since 1992 and Northampton since 1995. During the last 15 years, these two plants have reclaimed a total of almost 1,300 acres of land at 13 sites, and over the life of these projects, an estimated 4,600 acres will be reclaimed. With the reduction of the waste coal piles and the resulting limestone enriched ash to help neutralize the acid mine drainage, these truly are win-win projects.

(Photos below are courtesy of Scrubgrass and Northampton Generating Companies.)

Kaminski Site – Before and After



Huber Site - Before and After



Alden Site – Before and After



Lommis Site - In Progress



Leechburg Site – Before and After



Benjamin 6 Site – Before and After



The “Sisters” Change Their Diet

By Dan Healey, Plant Engineer - Southampton Power Station

Southampton, Hopewell and Altavista Power Stations (Owner: Dominion Virginia Power) have begun the process of converting the stations main fuel supply to biomass. The three stoker plants, located throughout Virginia, are considered “sister stations”. They were built and operated at roughly the same time by the same firms using many of the same engineering drawings. The three also have many similar processes. With these considered conversions, Dominion Virginia Power will add 150 Megawatts of renewable energy to their total generation portfolio.

The conversion process includes many steps – the renewal of Conditional Use Permits (CUP) from local governments, additional land acquisition, Requests for Proposals sent to engineering firms for construction/modification and all environmental permitting changes needed. For a project of this magnitude and scope, Dominion will also need the State Corporation Commission’s permission to change fuels and modify the station output. After the completion of these steps and capital expenditure approval by the Dominion Virginia Power Board of Directors, construction firm proposals will be reviewed and a contract awarded.

The process for Southampton Power Station began with a Southampton County Planning Commission vote of 7-0 in support of the project. Later, the Southampton County Board of Supervisors also voted 7-0 in support of issuing a new Conditional Use Permit including the increased footprint of the plant’s fuel yard. Several local business and government leaders spoke out in favor for the conversion. Some concerns were expressed due to

increased truck traffic, potential noise level increases and fuel source availability. All of these concerns were met to the Board of Supervisors’ satisfaction. The changes to the original CUP, issued in March 1989, will be a fuel change from “coal fired” to “biomass fired”, land area increase to approximately 91 acres, and to maintain the original variance for greater than 35’ high structures. Dominion will lead the way in negotiations with the state Department of Environmental Quality (DEQ) and State Corporation Commission (SCC).

As mentioned above, Hopewell is the sister facility to Southampton and Altavista. Dominion is currently in negotiation to lease the necessary land required for the fuel yard. The negotiations are going well and the land will be secured soon. Hopewell has had visits from contract bidders, to environmental specialists, to land surveyors determining boundaries investigating this parcel. It has been a very busy time since all three station modifications need to be in place by December 2013. Hopewell, like Altavista, has Selective Non Catalytic Reduction (SNCR) systems already installed for NOx Control, so will only modify the location of the ammonia injection. All three stations will have their economizers either modified or replaced due to erosion and velocity issues. Hopewell Power Station employees are very excited about the prospect of changing fuels to biomass. These three sister stations were some of the first to use the dry scrubber systems for SO2 removal and we would welcome the chance to become GREEN.

For Altavista Power Station, it has been a long road. The station was placed in

cold reserve on October 13, 2010 and the staff was reduced from 28 down to 5. In February of 2011, Dominion requested a modification to its existing special use permit to allow this conversion, with a planned restart of the station in 2013. The request went before the Town of Altavista Planning Commission on February 29th and the commission voted 5-0 in support of the project. A public hearing was held on April 12th and the town hall was packed with over 150 citizens, most in favor of the project. 34 people spoke in favor of the project and 3 more voiced concerns over the increased truck traffic associated with fuel deliveries. Council voted unanimously to postpone the vote on the permit until April 26th, so they could consider information gathered at the hearing. Dominion met with Town Council again on April 19th to iron out additional details and concerns with the special use permit. At a special meeting on April 26th, Town Council approved the special use permit with a 5-2 vote. Now all three projects go forward seeking DEQ air permits and SCC approval.

The change of fuels from coal to biomass will have many positive benefits for all three stations, their customers (in electricity and steam sales), and the local regions. Some of the benefits include:

- Biomass is available locally and in sufficient quantities to meet the station’s needs as a fuel source – the need to outsource procurement will be low.

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The Sisters Change Their Diet continued from page 16

- Ash produced has a beneficial reuse in the agricultural industry as soil conditioners and fertilizers.
- Short term jobs growth during the construction and boiler repowering process, with longer term regional increases in the trucking and forestry industries.
- City and County tax bases will increase, as the value of the stations are adjusted after their conversions.
- “Green” energy could attract businesses that are interested in renewable energy to the immediate area of the stations.
- Dominion will be able to achieve a larger portion of their total generation powered by renewable energy (this is also a stated goal of the Commonwealth of Virginia).
- Cogenerated steam pricing will go down, reducing energy costs to thermal hosts.
- The stations will operate on a more consistent basis, instead of as peaking units. With current fuel, capacity factors are in the 20-30% range, but after conversion is expected each station to be around 85-90%.
- Air Emissions will decrease below current levels.

for biomass delivery to the furnace, and the installation of SNCR equipment (at the Southampton site only). The fuel yard areas will be increased and new equipment to handle biomass receipt, storage and reclaim systems will be added. Boiler front modification will include air swept distributors and a new design for fuel storage.



AltaVista Power Station



Hopewell Power Station



Southampton Power Station

The three major technical components for the conversions will be the alteration of the fuel yards, changes at the boiler fronts

GRAPEVINE AWARDS

Employees are eligible to submit a referral online and may receive an award if the referral is hired.

Log on to [www.naes.com/careers|naes careers| current employee| register an employee account| enter in employee ID number and DOB for password](http://www.naes.com/careers|naes_careers|current_employee|register_an_employee_account|enter_in_employee_ID_number_and_DOB_for_password). Go to the left hand side and click on “search Jobs.”

Search for the job you would like your friend to apply for and click on it, then “refer a friend.”

This will send an automatic link for your friend to apply and it will be attached to your name in the applicant tracking system.

- Once your friend is hired, you will receive the first half of the award immediately, and the second half of the award six months later if your friend is still employed with NAES, and has had a satisfactory performance review.
- Awards Offered Include:
 - Plant Managers & Project Managers (US Projects)=\$5,000
 - Operations/Maintenance Supervisors (US)=\$2,000
 - All other positions (US Projects)=\$1,000

NAES News

Granite Ridge Holds Earth Day Celebration

By Karen Beliveau, Plant Administrator - Granite Ridge Energy



Plant staff at Granite Ridge Energy identified a way in which they could participate with the community in an Earth Day celebration. They chose a program that would involve the local elementary schools of Londonderry, New Hampshire—an annual poster contest to foster environmentalism along with education with the theme: “What Can We Do to Protect our Environment?”

This year, the fourth grade students from the Matthew Thornton School were chosen to participate in the contest, and

each student made a poster that would be proudly hung in the school cafeteria for all the students and parents to see. Once the posters were completed, Granite Ridge staff including Bill Vogel, Plant Manager, Sue Prior, Environmental/Safety Manager, and Karen Beliveau, Plant Administrator, was asked to judge the contest,

All students were assembled during the judging, and were asked by Bill to think about how they could protect the environment and the importance of keeping it clean. The responses were overwhelming for this age group, and the artwork of the posters reflected those ideas, including the importance of recycling and keeping recreational waters clean for the enjoyment of swimming and fishing.

Five of the approximately 60 posters that were submitted were selected as good

examples in portraying the meaning of Earth Day. Ribbons were given to the five students, and the winning posters were brought back to Granite Ridge to be displayed along with a special “Thank You” poster made by all the fourth grade students of the school.

In appreciation of the student’s efforts, Granite Ridge made a contribution to the fourth grader’s field trip to the Currier Museum of Art located in Manchester, New Hampshire. Granite Ridge staff looks forward to implementing this program again next year, and will select fourth



graders from a different Londonderry elementary school to participate.

National Dart Association’s Team Dart 2011

Soft-tip dart players across the world gathered at Bally’s Las Vegas for the National Dart Association’s Team Dart 2011, held April 29 through May 7. Team Dart 2011 boasted more than 14,000 entrants from seven countries competing for over \$500,000 in prize money.

Shawn Gregg, Operations Lead at Rathdrum Power located in Rathdrum, Idaho, placed third in the men’s Pro Cricket, and first in the doubles competition.



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2011 Conference Schedule

NAES will be exhibiting at the following conferences:

June 27-30	Fuel Ethanol Workshop Indianapolis, IN
July 19-22	HydroVision Sacramento, CA
September 12-15	Turbomachinery Houston, TX
September 12	Fall CTOTF Scottsdale, AZ
December 13-15	Power Gen Int’l Las Vegas, NV
TBD	7EA Users Group Annual Conf.
TBD	ARIPPA