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*We have recognized that changes are necessary ... and this plan clearly lays out what they are and what we need to do to achieve them.*

Ted Garille

## Priorities set for NEPPA's future

### *NEPPA Board approves strategic plan*

The NEPPA Board of Directors, at their meeting of Oct. 13, voted unanimously to approve the recommendations of the Strategic Planning Committee, whose members made lengthy presentations on each of five major goals contained in their final report. The recommendations were the result of over six months of meetings and deliberations by the committee, which was comprised of 12 members drawn from the Board of Directors, member utilities, non-members and NEPPA staff. As described by Roger Cotte, the committee facilitator, the strategic planning process was undertaken in light of several important factors highlighted to the Board early in 2006. These were:

- A sizeable budget deficit in 2005;
- Fundamental changes in the structure and economics of the electric industry in New England;
- Declining participation in NEPPA programs and committees;
- Member concerns expressed about the cost, quality and relevance of some association programs and services;
- Changing needs, interests and expectations of member utilities and their staff members; and
- Anticipated retirement of the majority of NEPPA staff members within 5 years.

These factors provided an important backdrop to the committee's deliberations

*continued on page 4*

### *Field supervisors learn new skills*

NEPPA's newest training program, Crew Leadership 2006, was inaugurated in October, with 36 students attending the three-day program in two different locations, Milford, Mass. and Stowe, Vt. The program was designed to help all those who are involved, or plan to be involved, in the management of field operations for public power



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# Executive Director's Report

## Opportunity Knocks



by Pat Hyland

As we are learning again here in New England, institutions which are not accountable to taxpayers, ratepayers or the voting public can exercise enormous influence over our daily lives, for better or worse. Public authorities were invented in this region of the United States, primarily as a means of cutting through bureaucracies and political forces to focus on a single mission and to accomplish it. The risk, of course, is that in their zeal to accomplish their mission, they can lose sight of the people who pay for their projects and who must live with their decisions for a long time.

While ISO-New England is not a public authority created by any single government in New England, it shares many of the characteristics of such authorities, and certainly is exercising enormous influence over the way that electricity gets bought, sold and priced in our region. Furthermore, as an organization that is "independent" from market participants, ISO-NE prides itself on its ability to represent its own position on issues without appearing to favor any par-

ticular group of stakeholders. Thus, when it argues in public forums that "the markets are working" in New England, this is frequently taken as an unbiased statement of fact by policy-makers in Washington and elsewhere. Those who disagree and show how ISO-sponsored initiatives are hurting electric consumers in New England are at a distinct disadvantage in getting their side of the story out.

For public power, this is a huge challenge. As one of the few voices of small retail consumers at the table, we are frequently outvoted and outflanked by other market participants who are in business to make money for their investors. The ISO itself has also learned how to further drive its own agenda through focused "working groups" outside of the clumsy "stakeholder process."

The challenge for public power is twofold: to effectively represent our consumers' interests in the numerous committees and growing number of ISO and NEPOOL work-

*Continued on next page*

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The Northeast Public Power Association is an organization representing and serving consumer-owned electric utilities in New England.

**10:00 Coffee and Registration**

**President's Welcome**  
 Ted Garille, *General Manager*  
*Pascoag Utility District*

**Executive Director's Report**  
 Pat Hyland

**NEPPA's Strategic Plan**  
 John Clark, *General Manager*  
*Houlton Water Company*

**Adoption of 2007 Budget and Dues**

**The 110th Congress:  
 Outlook for Public Power**  
 Joe Nipper, *Sr. Vice President, Government  
 Relations, APPA*

**NEPPA's Legislative Program and Priorities for 2007**  
 Sharon Staz, *NEPPA Legislative Committee Chair*  
*General Manager & Treasurer, Kennebunk Light & Power District*  
 Lori Pickford, *Sr. Vice President, Morgan Meguire LLC*

**Lunch at Noon**

*Join us!*

**Opportunity Knocks**  
*Continued from previous page*

ing groups where the real decisions are made; and to do so in a coordinated and cost-effective manner.

Recently, the NEPPA Regional Power Supply Committee formed its own working group to address this challenge. Each of the region's joint action agencies agreed that the time was right to reorganize and restructure public power representation at ISO and NEPOOL so that our efforts can be coordinated to the maximum extent, and our members' and consumers' interests can be advanced in every forum available. Also, all parties

agree that, to the extent possible, public power should seek to formulate common policy positions on major issues, so that we can leverage our influence in the region and at the FERC.

This will continue to take time, money and a willingness to work together in dealing with the increasing complexity of electricity markets in New England. The stakes, however, are high and the opportunity may be fleeting. We will report to all NEPPA members on the group's deliberations and recommendations as soon as they complete their work.

## **Strategic Plan**

*Continued from page 1*

*The Strategic Plan  
will be discussed in  
detail at the  
Annual Membership  
Meeting  
December 8  
Tournament Players  
Club Boston  
Norton, Mass.*

during the past six months, as it reviewed NEPPA programs, finances and member comments and suggestions from a survey conducted over the summer. The result of these deliberations was the formulation of five major goals for the association as it prepares for the future. Each goal represents an important priority if NEPPA is to become a more valuable and relevant service agency to its members. The committee also formulated specific strategies for the accomplishment of each of the goals, along with tactics and measures to gauge progress toward their achievement. Finally, the committee identified a separate "champion" for each goal, who will be responsible for overseeing progress on the goal's achievement and for keeping the Board of Directors informed on plan implementation.

The next steps in the strategic planning process will include communication with NEPPA members on the plan's details, and the formation of several task forces as called for in the plan recommendations. These will focus on association training programs, governance and finance, and will be appointed by the end of 2006.

Following the Board's approval of the Strategic Plan, President Ted Garille

thanked the committee for the time and effort that they dedicated to the planning effort, and underscored the importance of the plan to NEPPA's future: "The plan which we have adopted is a very important step for the NEPPA organization. We have recognized that changes are necessary if NEPPA is to continue to be a valuable and relevant public power association, and this plan clearly lays out what they are and what we need to do to achieve them. I encourage all NEPPA members to review the plan in detail, and to discuss it with directors and staff over the next few months. We will be asking all members to make an extra commitment of funds in the coming year in order to begin the implementation process, and they need to be satisfied that these changes will increase the value of their membership."

The Strategic Plan will be sent to all NEPPA members shortly, and will be discussed in detail at the Annual Membership Meeting on Dec. 8, to which all members are invited to attend. The meeting will take place at the Tournament Players Club in Norton, Mass. Meeting invitations will also be mailed out in the near future.

### **Summary of Major Goals – NEPPA Strategic Plan**

1. NEPPA will provide or make available high quality, accessible, cost-effective training to all employee groups.
2. NEPPA will take the lead in developing and providing information, and in facilitating collective action, to help improve utility operations and management for public power utilities in the Northeast.
3. NEPPA will carry out an effective leadership role in the Northeast on legislative and regulatory issues at the federal and regional level in coordination with other representative organizations.
4. NEPPA will inform and assist members in addressing major changes and developments affecting the electric utility industry as they relate to public power utilities in the Northeast.
5. NEPPA will review and revise, as necessary, association governance, structure and finances to meet the future needs of the organization.

# Safety & Training Update

## Crew Leadership

*Continued from page 1*

utilities. Participants from utilities across New England left with new skill sets that will help them better organize, supervise and understand the new generation of employees.

NEPPA Training Instructor Wyn Braun, who has over 30 years experience in the electric utility industry, taught the course.

"My goal was to encourage supervisors to think differently about their roles. Today's leadership is less about supervision and more about 'coaching' employees to get results," says Braun who

experienced both good and bad management styles during his long career at Niagara Mohawk in upstate New York.

Braun, who has supervised staff at all levels of an electric utility, stressed the need for today's supervisor to demonstrate a firm commitment to today's workforce. Clear directions and the ability to delegate tasks and empower employees are necessary to get the job done safely and economically.

"The WWII era employees were self-motivated and self-directed," he said. "This generation needs motivation, encouragement and fulfillment to meet performance expectations."

Braun addressed the legal ramifications of sexual harassment, the Family Medical Leave Act, and stepwise discipline.

Drawing from his own experiences and using case histories, Braun also discussed behavior observation and the performance review process along with training and employee development.

"Wyn's first-hand experiences with crew leadership were very good and candid and helped everyone understand workplace situations very well," said one participant.

Another student said, "At first I was unsure of the usefulness of this course. Now I'm extremely glad I attended. I think this experience will allow me to be an effective and better supervisor."

Due to the overwhelmingly positive response to this program, NEPPA plans to offer a similar course to front line supervisors in 2007.



*Wyn Braun listens to feedback from students in his Crew Leadership class. (left to right) Derek Knight, Mike Eld and George Kelly from Wellesley Municipal Light Plant.*



*For information on this program and other NEPPA training programs, call Lori O'Donoghue at (508) 482-5906 or [lodonoghue@neppa.org](mailto:lodonoghue@neppa.org).*

## **Advanced Lineworker Program to be offered in 2007**

Higher voltages, new rules, different equipment and standards challenge a lineworker's knowledge every day. To help assure that employees meet these challenges, NEPPA has developed a new program that combines theory and practical application that provides for a well-balanced learning package focusing on today's modern distribution systems. It is appropriate for lineworkers with six or more years' experience or those that have completed a formal apprentice program and need to review their skills. Watch your mail for more information on this program.

*3 three-day sessions, held at the NEPPA Training Center, Pascoag, R.I. - dates TBA*

# CMEEC contracts for repowering of the Pierce Generating Station

The Connecticut Municipal Electric Energy Cooperative (CMEEC) recently announced that it has contracted with GEMMA Power Systems (GEMMA) of Glastonbury, Conn. for engineering, procurement and construction for the repowering of the Pierce Generating Station in Wallingford, Conn. The contract calls for GEMMA to install an 84 MW dual fuel combustion turbine in an existing power plant building owned by the Town of Wallingford. The plant building and near surroundings are under a long term lease to CMEEC.

The project is expected to be ready for service in August 2007 and fully completed before the end of 2007. The project consists of one GE Frame 7EA Combustion Turbine to be installed in simple cycle in the existing power plant. The Pierce Plant was originally constituted in 1953 with three steam turbines with a total installed capacity of 22 MW and was decommissioned in 2000. CMEEC's owner engineer for the project is DMJM Harris of New York, N.Y.

Gemma Power Systems, the largest

design/construct powerplant builder in New England, is included in the top 15 in the nation and has extensive experience in all phases of the energy marketplace. GEMMA has managed the engineering, procurement and construction of over 70 facilities, representing over 9,000 MW of power-generating capacity. GEMMA is headquartered in Glastonbury Conn.

The Pierce Generating Station Repowering Project has been approved by the Connecticut Siting Council. The Project is designed to help relieve a shortfall of quick-start generating capacity in Connecticut, improve grid reliability, reduce regional air emissions, and provide savings to municipal utility customers. More broadly through the ISO-NE market system mechanisms, the project expects to reduce costs for all Connecticut Ratepayers.

CMEEC provides the bulk power needs for six municipal electric utility departments with retail service territories in Connecticut as well as several other retail distribution suppliers purchasing power at wholesale.

## *Guy Luke receives NEPPA award*

Each year, NEPPA recognizes outstanding industry leaders for their contributions to public power including members of governing boards who have served their communities with distinction for a long period of time. NEPPA Executive Director Pat Hyland recently presented a Commissioner Service Award to Guy Luke of Braintree (Mass.) Electric Light Department who recently completed 24 years of service to the utility and played a significant role in guiding the department through the development of a cable loop throughout the town, the addition of a new substation and the development of a new power plant scheduled to open in 2009.



# It's your conference-whaddaya think?

A recent survey of NEPPA utility members produced some great suggestions for our annual conference. However, we still need our members to help us out with real-life suggestions on our speaking program.

What rocks your world - one dynamic speaker, a panel of experts, or round table discussions with peers?

Maybe you've heard a speaker recently that knocked your socks off and presented material that would be helpful to your NEPPA cohorts.

What don't you want to hear? Be honest. There's probably other members who

feel the same way you do about some aspects of the event.

Be creative. No idea will be laughed at. However we offer no promises. Please don't get offended if we don't use your sword swallower idea in 2007 - there's always next year.

Next year's conference in Rockport, Maine promises to be one of the most elegant and well-attended events ever held by NEPPA, so get involved. Fax or email your topic or speaker suggestions to Mary Harrington (508) 482-0932 or [mharrington@neppa.org](mailto:mharrington@neppa.org). Put "conference suggestions" in the subject line. Thanks.



## ***PSB approves expansion of WEC's landfill gas generating plant***

The Vermont Public Service Board has given Washington Electric Co-op the go-ahead to expand the generating capacity of its landfill methane generating plant in Coventry, VT. In orders issued on Oct. 5, the PSB granted a Certificate of Public Good which will allow WEC to add a fourth engine to the plant, raising the facility's capacity from 4.8 to 6.4 megawatts. The PSB also approved WEC's financing plan for the project, expected to cost up to \$1.3 million.

The facility is located at Vermont's largest landfill, owned by New England Waste Services of Vermont, a subsidiary of Casella Waste Systems. The plant began operating in July 2005 and has been supplying approximately one-third of the Co-op's power needs at stable, long-term and economical prices. The facility was built with an empty bay for a fourth engine, with the expectation that increasing methane gas volume would justify adding additional capacity by 2008 or late 2007. With gas volume running somewhat ahead of projections, WEC moved the timetable up in order to make full use of

the resource.

WEC filed its application with the PSB on Aug. 4. but a fire on Aug. 8 caused the plant to shut down temporarily. The fire did not involve the methane gas system, but did damage to the roof of the building as well as requiring refurbishing of the plant's three engines. WEC's contractors are making good progress on repairs. The fourth engine is expected to be delivered and installed at the same time as the original three engines are being reinstalled, and the expanded facility is expected to start generating power again by the end of the year.

"We're pleased that the PSB approved the project," said WEC General Manager Avram Patt. "As a Co-op, our members have the final say. They voted 95 percent in favor to build the plant, and we are now asking them to approve more of a good thing."

Washington Electric Co-op serves over 10,000 member households and businesses in 41 towns in Orange, Washington, and Caledonia Counties.

## Operating without an HR department



*Rick Dacri is an organizational development consultant, coach and President of Dacri & Associates, LLC. Since 1995 his firm, Dacri & Associates, has worked with employers to help them manage their workforce. Rick has expertise in developing recruitment strategies and has helped numerous employers to find good people. Dacri & Associates is a business partner of NEPPA and consults to a number of NEPPA members. Rick can be reached at 1-800-892-9828, rick@dacri.com or www.dacri.com*

How do you effectively operate your business without a formal Human Resource Department? After all, a well run Human Resource Department can provide an organization tremendous value with their expertise. Having someone to lean on to handle the difficult employee and legal issues can provide any manager peace of mind.

However, most small utilities do not have the luxury of an HR staff. So how do you operate your business without this assistance? Organizations can operate well if they follow a few key principles. To begin, all the benefit and administrative work is usually assigned to the payroll person or to finance, while the true HR work of recruitment, retention and staff development becomes the responsibility of the general manager and the supervisors.

The role of managers is to attract, retain and motivate their people and this can be best done by line supervisors. Employers understand that line managers know their people better than anyone. They realize that by having them “manage the people side of the business” they can ensure greater accountability and control.

So how do utilities successfully manage without a formal HR group? Here are 10 tips:

1. Give managers the authority to make HR decisions: when situations occur, managers must be able to act, without the need to have to kick a decision upstairs.

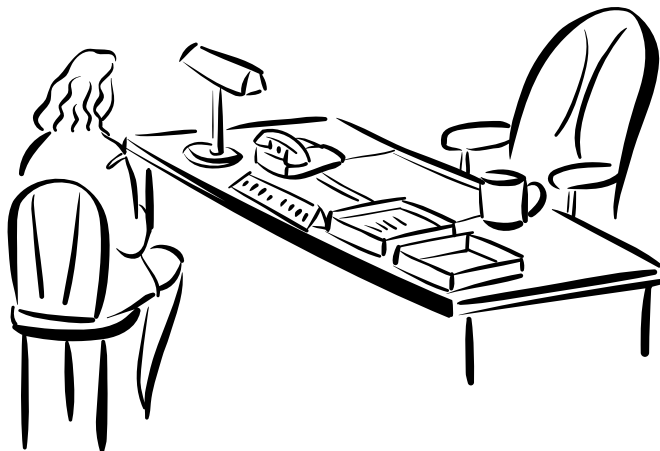
2. Encourage innovation: productivity improvements can only occur with a steady stream of new ideas from the people closest to the operation.

3. Train managers in their new responsibilities: before you can hold managers accountable for hiring, retaining, and motivating their staff, you have to train them on how to do it. These are complicated concepts, so education is key to a successful transition. You need to prepare your managers first. If you just dive in, you’ll probably make mistakes.

4. Hold managers accountable for workforce decisions: without accountability, nothing good happens. Hold the managers accountable for hiring quality staff, retaining good employees, increasing productivity, etc. And when good things happen, reward them.

5. Develop systems that promote consistency: without consistency, productivity and morale will dip. Develop good systems and standards, encourage lots of communications between the managers, and follow your procedures. When deviations from procedures do occur (and they will), make sure everyone knows why.

6. Know the law: state and federal laws change frequently. Have someone (an internal or an outside expert) regularly monitoring regulations that can impact



*Continued on next page*

# Public power leadership analyzed in doctoral dissertation

A doctoral dissertation prepared by a New England public power official has analyzed the leadership of public power systems in the northeast, utilizing data from a survey of 35 NEPPA utilities conducted during 2006. The study was conducted by Hamid Jaffari, director of engineering & operations at the Town of Danvers Electric Division, as part of his academic work for a Doctor of Business Administration in Management from Argosy University in Florida. The study reviews a large number of industry publications and expert opinions on the topic of utility leadership, and finds that successful public utilities typically demonstrate strong performance in a number of critical areas, such as:

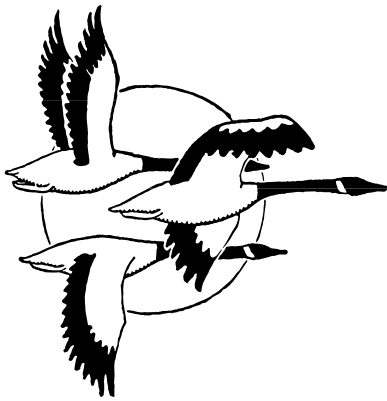
- Investment in human capital;
- Empowering employees to make decisions;
- Improving customer service;
- Recognizing employees for their achievements;
- Embracing technological advance-

ments; and

- Creating an enjoyable work environment.

In surveying public power systems in New England, Jaffari concluded that strong managerial skills are evident in most of the organizations, but leadership skills in several areas need further improvement. These areas typically include internal and external communications, employee knowledge (of technology and operations) and strengthening the role of human resources within the organization. In addition, he identifies the need for more leadership training in the areas of organizational ethics, values and employee empowerment.

Jaffari expressed his gratitude to the NEPPA Board of Directors and member systems that participated in his survey, and is hopeful that his findings can be used to help design future NEPPA leadership training programs. Any members interested in reading the complete study should contact the NEPPA office.



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## Human Resource Corner

*Continued from previous page*

your workplace.

7. Use outside experts to handle thorny workforce issues: no matter how skilled your staff may be, there are going to be times when you need specific expertise. You don't want a manager guessing about how to handle a sexual harassment investigation.

8. Utilize consultants to help with problems and to train and coach your managers: to ensure that your managers have the skills to handle their new responsibilities, get them the needed expertise.

9. Address workforce issues immediately: when behavior issues are handled right away, there is far less stress for the

managers and fewer concerns for error and lawsuits.

10. Involve your employees: employees are a vast resource that when tapped can offer a cornucopia of ideas.

Operating without a HR department is not easy. For most utilities there is little choice. Regardless, preparing your organization and supervisors to directly oversee their workforce can be positive for all. Training, systems, accountability standards, outside expertise and the commitment to make it work is the formula to bringing your workforce closer and focusing your supervisors on your most important asset—your people.

# Employment

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*Employment  
advertising in News  
Line is \$30 with a  
maximum of  
50 words or is free  
to NEPPA members.  
Deadline for the next  
issue is Nov. 17.*

## **Town of Belmont Municipal Light Dept First Class Line Workers**

Belmont Municipal Light Department is accepting applications for two full-time Line Worker openings. Duties include installation, maintenance and repair of underground and overhead primary and secondary distribution systems; and responses to emergencies, including standby duties. Requires a minimum of five years of line worker experience; a high school diploma or equivalent; vocational/technical training, or any equivalent combination providing the requisite knowledge, skills and abilities. Position requires possession of a Massachusetts Commercial Driver's License and High Voltage Line Worker certification. Subject to Federal Drug and Alcohol Testing requirements. The salary range is \$24.98 to \$34.97 per hour. Send resume with references to : [humanresources@town.belmont.ma.us](mailto:humanresources@town.belmont.ma.us) or apply at the Human Resources Department, Town Hall, 455 Concord Avenue, Belmont, MA 02478. Positions open until filled.

## **MMWEC**

### **Real Time Energy Trader**

This position is responsible for developing a strategy for MMWEC's energy needs and supply portfolio, including decisions on how to secure natural gas and fuel oil and bid the Stony Brook Units for the day ahead or real time markets. Develop bid prices for MMWEC's load for the ISO-NE day ahead market and execute bilateral energy purchases for supplying MMWEC load in the ISO Energy Market. Responsible for communicating and coordinating with other internal groups. Background in power and energy trading and/or scheduling, energy markets, energy commodity contract instruments and bidding protocols with Independent System Operator and knowledge of ISO regulations is preferred. Bachelor's degree in business, economics, finance, or engineering and 2-3 years experience trading in financial or physical power or natural gas or 5 years of job-related experience required. Send resume to Human Resources, Massachusetts Municipal Wholesale Electric Company, P.O. Box 426, Ludlow, MA 01056. At MMWEC, you'll enjoy a highly competitive salary and a wide range of benefits. An equal opportunity employer, M/F/H/V. Fax – 413-589-9234 e-mail – [ceaston@mmwec.org](mailto:ceaston@mmwec.org) Please visit us on the web at [www.mmwec.org](http://www.mmwec.org)

## **Reading Municipal Light Department Station Supervisor**

The Station Supervisor will provide supervision and leadership for our 24 hour a day Control Center and will oversee dispatching and the operation and maintenance of all RMLD substations. The successful candidate must have a BS in Electrical Engineering with a minimum 3-5 years proven managerial experience in substation operations. Duties and knowledge to include:

Experience in the design, operation, inspection and maintenance of 115/34.5/13.8 kV and 13.8/4kV substations and field switching stations.

Managing the daily operation of the control center including radio dispatch functions and the supervision of station operators and senior technicians.

Comprehensive knowledge of SCADA systems, remote distribution automation and high voltage switching.

HAZMAT cleanup response, coordination, disposal and record-keeping.

DigSafe response, coordination and compliance with all applicable procedures.

We are seeking someone with a positive attitude, a promoter of employee development and safety-oriented practices. Excellent written and verbal communication skills are needed.

Qualified applicants should send their resume to Beth-Ellen Antonio, Human Resources Manager, RMLD, 230 Ash Street, Reading, MA 01867, e-mail [bantonio@rmlid.com](mailto:bantonio@rmlid.com), or by fax – 781-942-2409.

## **Peabody Municipal Light Plant Superintendent of Electric Distribution**

The Peabody Municipal Light Plant (PMLP) is seeking qualified applicants for the position of Superintendent of Electric Distribution. The position is responsible for planning, designing, coordinating, scheduling and supervising the construction, maintenance and operation of the transmission, distribution and metering systems. Additional areas of responsibility include fleet maintenance and tree trimming.

The qualified applicant should possess extensive skills in project management as well as an extensive background in the construction and maintenance of electrical distribution systems and related equipment. A minimum of

# Employment

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*Employment advertising in News Line is \$30 with a maximum of 50 words or is free to NEPPA members. Deadline for the next issue is Nov. 17.*

five (5) years experience in managing electric utility line construction projects and supervising electric utility operation and maintenance personnel is preferred. Experience as a First Class Lineman and possession of a CDL is also preferred.

The PMLP provides an excellent salary/benefit package and is an EOE. Annual salary range is \$82,983-\$103,285. Please submit your resume to William Waters, Manager at 201 Warren St. Ext., Peabody, MA 01960 or e-mail to [wwaters@pmlp.com](mailto:wwaters@pmlp.com).

## **PEABODY MUNICIPAL LIGHT PLANT FIRST CLASS LINEMAN (TROUBLEMAN)**

The Peabody Municipal Light Plant is seeking a 1st class Line Worker (M/F). Responsibilities of this position will include, but not limited to, the construction, maintenance, and repair of the underground and overhead electric distribution system. The candidate must have the ability to work on energized lines up to 23,000 volts. This person shall be required to work variable shifts including evenings and weekends. Must be able to respond to emergency calls within 30 minutes. A complete Job Description is available for viewing on the PMLP website (PMLP.com). A minimum of two years experience as a Lineman (First Class) is required, and the position is subject to pre-employment and random drug testing, as required by DOT regulations and a CORI and Registry of Motor Vehicles record check. A valid Commercial Drivers License (CDL) is required. PMLP offers a competitive benefits package and is an Equal Opportunity Employer. Please send resume to Thomas Moore, Superintendent of Electric Distribution, 201 Warren Street Extension, Peabody, MA 01960.

## **KENNEBUNK LIGHT & POWER DISTRICT FIRST CLASS LINE WORKER**

The District located in Kennebunk, Maine, a coastal town in southern Maine, is seeking an experienced first class line worker. Responsibilities of this position include but are not limited to, the construction, maintenance, and repair of the underground and overhead electric distribution system. A valid Commercial Drivers License (CDL) is required. A pre-employment physical and drug screening will be required of the successful candidate.

KLPD is a non-union employer offering an excellent benefits package and a competi-

tive wage. Applications should be sent to M. Dufoe, General Foreman, 4 Factory Pasture Lane, Kennebunk, Maine, 04043 or you can e-mail [sastaz@klpd.org](mailto:sastaz@klpd.org)

## **San Diego Gas & Electric Journeyman Lineworkers**

San Diego Gas & Electric recruiting Journeyman Lineworkers with experience in overhead and underground distribution and transmission systems. Gloves, sticks, climbing and safety skills required. \$38.33, double-time after 2 hours OT at 1.5. Relocation Bonus, Moving Costs, Temporary Housing, Homebuying and Selling Assistance. Clean driving, education, DOT and criminal background. Call Candy at 858/566-8151 or email [caplansearch@cs.com](mailto:caplansearch@cs.com).

## **Chicopee Electric Light Electric System Engineer**

Chicopee Electric Light is accepting applications for the position of Electric System Engineer. This position is responsible for oversight of engineering projects, studies and programs designed to enhance the distribution system reliability, performance and efficiency. In this position, responsibilities include short & long range planning, preparation of installation plans, design drawings and specs, design & test procedures for overhead and underground distribution system, electric system analysis and power system studies such as protective relay coordination, short circuit fault studies, power flows, etc.

Applicants must have a bachelor's degree in electrical engineering or power engineering and 3+ years electric utility experience or an associates degree in electric engineering and 8+ years electric utility experience. In addition, high-level computer competency including CAD is required.

Qualified applicants should send their resume to HR Manager, Chicopee Electric Light, 725 Front St., Chicopee, MA.

# Customer Service professionals hone skills at NEPPA workshop

*Customers are not dependent on us. We are dependent on them.*

NEPPA's recent Customer Service workshop, "How May I Help You," covered the basics of telephone skills as well as helped participants sharpen their communication skills and review some of the basics of good customer service.

Led by human resource and management development expert Deborah Gallant, the program focused on the six cardinal rules of customer service, the five forbidden phrases, irate callers and leaving a good last impression. Gallant reviewed the three-part greeting and had participants assess their own telephone service skills.



*Deborah Gallant leads a discussion on rating customer service skills while participants look on.*



She also shared the following insight on serving customers with the group.

## ***Our Customers***

**Customers** are the most important people in any business.

**Customers** are not dependent on *us*. We are dependent on *them*.

**Customers** are not an interruption of our work. They are the purpose for it.

**Customers** do us a favor when they come in. We aren't doing them a favor by waiting on them.

**Customers** are a part of our business - not outsiders.

**Customers** are not just money in the cash register. They are human beings with feelings like our own.

**Customers** are people who come to us with their needs and wants. It is our job to fill them.

**Customers** deserve the most courteous attention we can give them. They are the lifeblood of every business. They pay your salary. Without them we would have to close our doors. Don't ever forget it.

*Author Unknown*

# Committee Meetings

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December 1

Public Communications  
NEPPA Office  
10:30 am

December 8

Board of Directors  
Tournament Players Club Boston  
Norton, MA

## Upcoming Events

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December 8

Annual Membership Meeting  
Tournament Players Club Boston  
Norton, Mass.

February 9, 2007

Communicating the Reality of Rate  
Increases  
TBA

April 9 -11, 2007

Public Utility Management Program  
*Spring Session*  
New England Center  
Durham, NH

August 19 - 22, 2007

Annual Conference  
Samoset Resort  
Rockport, Maine

September 11, 2007

Benevolent Fund Golf Tournament  
Heritage Golf Club  
Charlton, Mass.

October 24 – 26

Public Utility Management Program  
*Fall Session*  
New England Center  
Durham, N.H.



*For a complete listing  
of public power events  
regionally and nation-  
ally, visit our calendar  
at [www.neppa.org](http://www.neppa.org)*