

**TRANSMISSION**  
**(November 1, 2006)**

**Senior VP US Transmission**, has primary responsibility for the overall planning, operations and control of the transmission system.

**VP Construction and Services**, responsible for construction of all capital projects as directed by the respective asset managers.

**VP Regulation and Commercial**, direct areas pertaining to regulation and industry policy for National Grid's US transmission business; coordinate with state government and state agencies pertaining to regulation and industry policy for National Grid's US transmission business

**VP Operations**, is responsible for the safe, reliable and effective operation of National Grid's Northeast Transmission System.

**VP Transmission Asset Management**, leads the development of policy, strategy and planning for transmission asset management and manages service provider–asset steward relationships for design, construction, maintenance and operations of transmission assets to optimize the long-term security and delivery capability of the transmission system that is cost-effective, safe and environmentally sound.

**VP Transmission Finance**, is responsible for financial analysis, internal reporting, budgeting and forecasting, contract and tariff billing, rates and business planning activities for National Grid USA's transmission operations in New England and New York Also responsible for financial analysis, internal reporting, budgeting for the US Interconnector (HVDC link with Canada).

## **TRANSMISSION CONSTRUCTION AND SERVICES (January 16, 2007)**

### **HVDC OPERATIONS**

**Analyst**, prepare and analyze the O&M business plan and budget; review actual operating expenses such as payroll, overtime, material and vendor costs; compile monthly variance reports and update forecasts as needed.

**Engineer** (this includes Principal and Senior Engineer), responsible for controls, protections and equipment for the HVDC converter terminals.

**Maintenance Technician**, (this includes Senior Maintenance Technician) maintains the station equipment in the converter terminals.

**Manager HVDC Operations/Maintenance**, responsible for managing the operations and maintenance of the Sandy Pond and Monroe HVDC converter stations; represent the service provider and manage the "service plan" between Interconnects & Business Development in the U.K. and Transmission in the U.S.

**Network Operators**, is responsible for the bulk power transfers between Hydro-Quebec and New England. This person operates the HVDC terminals in both Quebec and New England.

**Planner** (this includes Comerford Planner), plan and prepare the maintenance schedule, ensure necessary parts and equipment are available to complete the maintenance work for the HVDC facilities.

**Senior Control Room Technician HVDC**, support PLM Programming Language updates and modifications to microprocessor based control and protection equipment.

**Supervisor Operations**, directs the operation of the Phase I (690 MW) and Phase II (2000 MW multi-terminal) HVDC facilities.

### **CONSTRUCTION STRATEGY**

**Manager Construction Strategy**, responsible for ensuring a well-planned, appropriately resources substation and transmission line construction plan and for providing construction finance and support services.

### **SUBSTATION CONSTRUCTION**

**Director, Substation Construction Services**, plan, organize, control and direct the operations & management of Civil and Electrical in-house and contracted substation work forces; responsible for achieving of project milestones and schedules.

**Construction Coordinator, Field Accounting**, field construction coordinator handling electric distribution contractors in New England and New York.

**Manager Substation Construction Services**, develop, implement and manage programs which support the Substation Construction Services Group in their effort to meet corporate objectives; provide leadership and assistance ensuring compliance to the collective bargaining agreement.

**Operations Planner, Field Accounting**, work with others in the department to ensure that training, tracking and reporting requirements are fully met; work with others in the department to administer safety program and bargaining unit contract.

**Supervisor**, supervises Field Construction Coordinators overseeing outside contractor's construction activities.

### **ELECTRICAL SERVICES CONSTRUCTION**

**Supervisor**, Electrical Construction Services, plan for and direct activities of crews and individuals assigned to electrical substation or civil construction sites. Administer bargaining unit agreement, prepare and process required reports on job/project progress and assist Lead Supervisor in developing estimates.

**TRANSMISSION CONSTRUCTION AND SERVICES**  
**(January 16, 2007)**

**STRUCTURAL SERVICES MANAGEMENT**

**Supervisor**, plan, coordinate and electrical supervise civil construction work. Assign personnel and equipment to crews to ensure progress. Provide liaison between Engineering and Field Supervision from the development of project estimates through final acceptance of work.

**TRANSMISSION LINE SERVICES**

**Assistant**, encourage a culture of safety amongst the TLS staff through attending monthly safety meetings, performing SOT's and other activities as directed; assist with managing the Nomex Program for TLS; assist with and address all transmission right of way issues as needed.

**Area Resource Coordinator**, develop and manage forecasting models for maintenance work and non-core operations work that is supported by substation, transmission and field construction resources; determine and schedule internal and contractor needs within the group.

**Construction Coordinator**, accountable for minimizing costs to the corporation while maximizing efficiency and return on capital investment; direct, coach and develop all aspects of the NY C&MS daily Operation and Quality/Field Contracts Group including performance reviews and compensation.

**Director Transmission Line Services**, responsible for all electrical construction and maintenance activities on the transmission system.

**Manager Transmission Line Services**, develop, implement and manage programs which support the Transmission Line Services Group in their effort to meet corporate objectives; provide leadership and assistance ensuring compliance to the collective bargaining agreement.

**Senior Analyst**, assist the Director in the development of the OPEX budget; create and publish OPEX variance reports; support the analysis of CAPEX expenditures; create and publish financial and operational reports to support the various safety, efficiency and associated initiatives.

**Superintendent**, perform all duties associated with the management of the supervisory workforce.

**Supervisor**, manage the daily operation and maintenance functions in Transmission Line Services (TLS).

**TRANSMISSION REGULATION AND COMMERCIAL  
(May 8, 2007)**

**COMMERCIAL**

**Manager Transmission Commercial Services**, serves as contracting manager responsible for all National Grid US transmission service related transactions including but not limited to the NY and NE ISO transmission related activity, transmission customer transactions, connection related transactions.

**Principal Analyst**, is the key point of contact for transmission customers in all respects related to the transmission services provided by National Grid.

**Principal Engineer**, is the key point of contact for transmission customers in all respects related to the transmission services provided by National Grid and has other process related duties related to transmission transaction management, customer outreach and educations along with and technical advisory roles.

**Transmission Commercial Services Account Manager**, is the key point of contact for transmission customers in all respects related to the transmission services provided by National Grid.

**REGULATION POLICY**

**Analyst** (this includes Senior and Principal Analyst), provides analyses for regulatory and business strategy development.

**Manager Regulatory Policy**, responsibility for developing US wide regulatory strategy with a focus on FERC relationships, as well as NE regulatory processes.

**Manager Market Development**, manage market-related areas pertaining to regulation and industry policy for National Grid's US transmission business.

**Principal Analyst**, provide analyses for regulatory and business strategy development; represent National Grid in industry committees.

**RELIABILITY COMPLIANCE**

**Auditor**, assist the development of and coordinate various auditing projects, programs and initiatives to establish National Grid's Compliance program; audit compliance of reporting departments with the standards of NERC and NPCC as they evolve through time.

**Coordinator**, responsible for coordinating all aspects of the compliance audit functions in the Reliability Compliance Program; liaison with Risk Registration and other compliance related activities in National Grid; lead the development of and coordinate various auditing projects, programs and initiatives to establish National Grid's Compliance program as a Premier program in the industry.

**Principal Analyst**, implement the Compliance Management system; create and publish compliance reports to support the various reliability compliance associated initiatives; assist with detailed analysis supporting audits of National Grid Compliance obligations.

**VP Reliability Compliance**, responsible for ensuring compliance with the new mandatory reliability standards resulting from the creation of a national Electric Reliability Organization (ERO).

**TRANSMISSION NETWORK OPERATIONS  
(March 20, 2007)**

**CONTROL CENTER NEW ENGLAND**

**Coordinator** (Application), coordinate outage applications for work on the New England Transmission System and submit outage applications in accordance with agreed guidelines; schedule appropriate personnel responsible for switching outage applications; perform preliminary outage analysis to ensure overall system security can be safely maintained.

**Manager Control Center**, monitors, controls, and operates National Grid's transmission system in New England.

**Principal Training Representative**, develops and delivers training programs and simulator scenarios for operators and support personnel in New England and New York.

**Project Manager EMS**, directs the development, implementation, and evaluation of the design; construction and testing in order to ensure completion of EMS project as efficiently and effectively as possible. Manage the specification, delivery, installation, test, and training of the T&D EMS project in both the NY region and NE region. Familiar with a variety of the field's concepts, practices, and procedures; leads and directs the work of others.

**Security Operator/Team Leader**, responsible for system security, authorization of outages, and overall operation of the New England transmission system. Also responsible for REMVEC Satellite system security. Directs response to system emergencies.

**Supervisor Transmission Control Room**, responsible for day-to-day operation of the New England control room - including schedules, personnel, and technical issues.

**System Control Center Operator**, monitors, assesses and responds to all alarms. Responsible for all switching and tagging functions & coordination with field personnel.

**CONTROL CENTER NEW YORK**

**Lead Senior Engineer**, perform system studies, maintain EMS security software, provide control room technical support, contribute to development & review of operating criteria & policies, and provide input to the NYISO on the resolution of operating problems.

**Manager Control Center**, monitors, controls, and operates National Grid's transmission system in New York State.

**Security Operator/Team Leader**, responsible for system security, authorization of outages, and overall operation of the New England transmission system. Also responsible for REMVEC Satellite system security. Directs response to system emergencies.

**Supervisor Transmission & Security Dispatch**, responsible for day-to-day operation of the New York control room - including schedules, personnel, and technical issues.

**System Control Center Operator**, is liaison between NYISO & generators, notifies generators of reserve pick-up requirements, ensures that generators are at their base points, tracks generator de-rates, schedules through the ISO, out of merit generation, and verifies/corrects generator schedules as necessary.

**TRANSMISSION NETWORK OPERATIONS**  
**(November 1, 2006)**

**OPERATIONAL PLANNING AND REVIEW**

**Analyst** (this includes Senior and Principal Analyst), assist in maintaining a Transmission outage plan that meets the requirements of internal customers for access to the Transmission system, ensures overall system security and is also optimized to both identify transmission congestion costs and to manage these costs within the agreed budget.

**Coordinator Transmission Dispatch**, coordinate, optimize and process outages for the transmission system, within all timescales; lead outage coordination team.

**Coordinator Transmission Outage**, coordinate outage applications for work under the jurisdiction of the REMVEC satellite and submit to ISO-NE / RTO following NOP-3 guidelines.

**Engineer**, (this includes Senior Engineer), coordinates and schedules outages, follow-ups on and learns from system disturbances, and enhances outage data provision within the organization. Monitors and benchmarks network performance, tracks and reports on network performance KPI's, and facilitates reliability data provision within NTB.

**Manager Operational Planning and Review**, responsible for outage scheduling, performance monitoring, benchmarking, and post event review.

**TRANSMISSION FINANCE**  
**(April 24, 2007)**

**Manager Rate Administration and Billing**, manage the administration of transmission tariffs and revenue requirements in New England and New York; manage staff that have the responsibility for transmission cost of service ratemaking, FERC filings, revenue requirements, retail ratemaking issues and tariffs, FERC and State regulatory policies; manage the billing of transmission service related to NE-RTO tariff, NYISO tariff, NMPC OATT, Transmission Service Agreements, HVDC Interconnections and on-going O&M support charges.

**ENERGY MEASUREMENTS AND BILLING**

**Analyst** (this includes Senior Analyst), responsibility for on-going contract administration related to NEP's transmission tariff, grandfathered contracts, generator interconnections, FERC filings and the US Interconnector.

**REPORTING AND FORECASTING**

**Analyst** (this includes Senior and Principal Analyst), supports the internal reporting and budget and forecasting activities for National Grid USA's transmission operations in New England and New York, in addition to supporting the US Interconnector. Provide guidance whenever needed to organization to ensure that the transmission segments financial data is accurate. This includes reviewing all transmission-related direct expenses and service company allocations and will require working with individuals across the organization to ensure that information is captured and reported accurately.

**Manager Transmission Reporting, Analysis & Forecasting**, is responsible for financial analysis, internal reporting and budget and forecasting activities for National Grid USA's transmission operations in New England and New York; also responsible for internal reporting, budgeting and forecasting for the US interconnector.

**RATES**

**Senior Analyst and Senior Rate Analyst**, is responsible for various economic analyses in support of tariffs and/or contracts; preparation of transmission tariff terms and conditions; modification and development of regulatory agreements; and perform analyses in support of other company functions.

## **TRANSMISSION ASSET MANAGEMENT (April 10, 2007)**

### **TRANSMISSION PLANNING**

**Director Transmission Planning**, manages planning, systems engineering and operations support of the National Grid USA bulk transmission assets.

**Engineer** (this includes Associate, Senior, Principal, Lead Senior and Consulting Engineer), conduct analytical studies for transmission system expansion, interconnection of new generation, and load to the transmission system. The engineer is also responsible for application engineering for all major transmission equipment.

**Manager Transmission Planning**, responsible for directing and managing the planning of transmission infrastructure planning, transmission supply planning and transmission interconnection planning for generation and load customers.

### **TRANSMISSION LINE ENGINEERING**

**Engineer** (this includes Associate, Senior, Lead Senior, and Consulting Engineer), perform all aspects of transmission line project management and engineering, including design, estimating, licensing, scheduling, material acquisition, construction inspection, and oversight of engineering and environmental consultants.

**Manager Transmission Line Engineering Services**, optimize the reliability performance of the overhead transmission system by developing and implementing project-specific engineering solutions, developing and managing work plans, and administering the transmission capital budget.

**Senior Designer**, create and maintain transmission line drawings, diagrams, maps, databases, and records using CADD software.

**Supervisor**, supervise the New York-based union-represented personnel in Transmission Line Engineering; provide support to the Transmission Line Engineering manager and engineers, including engineering, design, cost estimates, design schedules and construction schedules.

### **ASSET STRATEGY**

**Analyst** (this includes Principal Analyst), develop and set policy, strategy and processes for asset replacement, system spares, engineering and maintenance of all classes of Transmission's line assets consistent with Transmission's business strategy.

**Manager Asset Strategy**, responsible for the development of policy, strategy and processes for Transmission Network Asset Management to optimize the long-term security and delivery capability of the transmission system that is cost-effective, safe and environmentally sound.



## **TRANSMISSION ASSET MANAGEMENT (April 17, 2007)**

### **INVESTMENT MANAGEMENT**

**Associate Analyst**, responsible for maintaining, analyzing and reporting Transmission Asset investment information; establishing and reporting project schedules and forecasts across the portfolio; maintaining, analyzing and reporting technical data and preparing information for survey or compliance requirements.

**Coordinator**, responsible for publishing the annual work plan for US Transmission which includes all capital and expense activities. In addition, the position is responsible for tracking performance against the work plan including all safety, environmental, and health metrics.

**Director Transmission Investment Management**, is responsible for the Phase I and Phase II facilities including O&M budgets for three companies, operations and maintenance.

**Engineer**, this includes Associate Engineer) interface closely with Distribution Operations, who support Transmission Business, in the development and tracking of the annual Work Plan; develop and enforce compliance with Service Level Expectation Plans.

**Lead Senior Engineer**, interface closely with Distribution Operations, who support Transmission Business, in the development and tracking of the annual Work Plan; develop and enforce compliance with Service Level Expectation Plans; assist in the development and documentation of processes for the Network Services Delivery group.

**Senior Analyst**, provides budget, spend, and forecast support to our CapEx program; financial analysis and reporting is provided across the portfolio of active projects to the Director and on a project by project basis to the Project Management team.

### **PROJECT MANAGEMENT**

**Manager Project Management**, direct the effective and efficient implementation of Transmission's construction projects from conception to completion through the management of Project Managers, Project Engineers, and Scheduling Analysts.

**Principal Analyst**, monitor the service partners to determine compliance with work plan completion targets and letter of assurance requirements.

**Project Manager**, manage electric transmission line and substation projects, including new facilities, major additions, rehabilitation and retrofit projects.

**Senior Engineer**, generate and analyze project resources, and outage and material forecasts for Substation and Transmission Line projects using Project Management software systems such as Primavera P3; to take a lead role with Construction, Engineering Managers, Project Managers to perform resource leveling and project scheduling.

### **FORESTRY STRATEGY**

**Forester** (this includes Senior Forester), carry out field level implementation of the transmission vegetation management program. Duties include planning, budgeting and auditing the NG right-of-way vegetation management program.

**Manager Transmission Forestry Strategy**, optimize transmission system safety and reliability performance by developing and implementing right-of-way and substation vegetation management programs. Deliver responsive and cost-effective service in compliance with applicable safety and environmental regulations and company policies.

**NATIONAL GRID USA**  
**(April 10, 2007)**

**Acting COO**, (Root) plans and directs all aspects of organization's operational policies, objectives and initiatives which include the attainment of short- and long-term operational goals; primary responsibility is the profitability of the company's distribution line operations reporting to the CEO.

**Acting President and CEO National Grid**, (LaFleur) has primary responsibility for the profitability and growth of National Grid in the US. Directs the corporation in establishing long-range plans, strategy and policy with the Board of Directors.

**Acting SVP Human Resources**, (Dowd) plans and directs programs for all human resources areas including employee relations, labor relations, compensation, training and development, benefits administration and equal employment opportunity. Develops policies and programs to meet organizational needs and provides guidance and technical assistance to other areas.

**Chief Financial Officer**, (Buck) directs the overall financial plans and accounting practices of organization. Oversees treasury, accounting, budget, tax and audit activities of the organization and subsidiaries. Oversees financial and accounting system controls and standards and ensures timely financial and statistical reports for management and/or Board use.

**Director Internal Audit**, (DeMauro) has primary responsibility for the designs and implements a comprehensive internal audit program, conducting risk assessments, and preparing audit plans, policies, and procedures.

**EVP US Shared Services**, (Edwards) plans and directs all aspects of Customer Service, Customer Focus, Supply Chain Management, Facilities, RE Asset Management and Property Tax and Environmental for National Grid's US business; within these functions, responsible for establishing objectives and initiatives which includes the attainment of short- and long-term goals; in addition, this position also has overall responsibility for Business Services and public relations in the state of New York.

**President, MA & NH Distribution**, (McLaren) responsible for relationships with our business customers and state and local officials in Massachusetts and New Hampshire.

**President, RI Distribution**, (Ryan) responsible for relationships with our business customers and state and local officials in Rhode Island.

**SVP National Grid USA**, (Neuy) National Grid lead of the KeySpan Integration Team; responsible for working with KeySpan's EVP and Chief Strategy Officer to identify how the combined companies will operate together once the merger goes forward.

**SVP SHES**, (Horan) plans and directs the various aspects of the Safety and Health group as well as the Environmental and Security groups in the US.

**SVP US Regulation & Legal**, (Reilly) serves as chief legal adviser, counsels management on legal implications of company activities and issues and provides legal services as required in judicial proceedings. Oversees corporation communications activities including the development of programs and policies for internal and external communications.

**BUSINESS SERVICE MA AND NH  
(November 1, 2006)**

**Account Manager**, responsible for marketing and sales of energy products and services to C&I customers; including electrical service installation, demand side management technical assistance, economic development, power quality, cogeneration analysis and eligible rate options.

**Business Specialist** (this includes Senior and Principal Business Specialist), will provide team oriented account management and support for all commercial and industrial and on-active municipal accounts that are not part of the key accounts management group.

**Energy Efficiency Consultant** (this includes Principal Energy Efficiency Consultant), will manage the BSO's DSM effort, including coordinating the Project Expeditors, vendors and assist with technical consultants.

**Key Account Manager**, responsible for managing assigned strategic commercial, industrial and municipal customers in a large geographic territory.

**Manager Business Services Office**, provides overall management of the divisional Business Services Office Group (BSOG), development of professional staff and ensuring that the BSOG functions efficiently and in a cost effective manner.

**Principal Technical Representative, Senior Technical Support Consultant and Principal Technical Support Consultant**, primarily responsible for delivering technical services and support to the Key Account Managers, Energy Efficiency Consultants and their customers.

**VP Business Services**, overall responsibility for providing all services and programs to Massachusetts Electric Company business customers including hookup of electrical services and demand side management programs.

**VP and Director Energy Efficiency**, responsible for the design, delivery and evaluation of a complete range of energy efficiency programs and services to all National Grid customers in New England.

**VP and Director Public Affairs**, coordinates Massachusetts Electric's legislative and public policy initiatives. Serves as Massachusetts Electric's liaison to trade associations in Massachusetts.

**OUTDOOR LIGHTING**

**Analyst**, develops, implements and maintains reporting, tracking and status of data management that supports the Outdoor Lighting market segment. Gathers, interprets, analyzes and recommends technical and administrative solutions relating to the daily operation and maintenance of individual applications within the Outdoor Lighting business.

**Director Outdoor Lighting**, plans, directs and coordinates outdoor lighting activities system-wide to ensure results support business goals. Coordinates all aspects of National Grid's outdoor lighting business including sales, marketing, pricing, construction, operation, maintenance, service and inspection to ensure the value of the corporation's assets are maximized.

**EVP GSE and VP Outdoor Lighting**, responsible for regulatory and legislative matters as well as Business Services. Oversees all regulatory filings, appears as policy and overview witness in some proceedings, testifies before legislative committees and coordinates and develops activities and strategies of outside lobbying firm. Responsible for combining the operations of outdoor lighting across New England and New York.

**BUSINESS SERVICES RI**  
**(November 1, 2006)**

**Account Manager**, promote incremental load growth with the company's key accounts; develop and maintain positive relationships with assigned key account customers; negotiate additional load with the company's non-firm customers.

**Associate Analyst**, track and report all marketing activities related to load growth and marketing campaigns; assist developers, builders, residential and industrial customers.

**Business Specialist** (this includes Senior and Principal Business Specialist), will provide team oriented account management and support for all commercial and industrial and on-active municipal accounts that are not part of the key accounts management group.

**Director**, responsible for management of non-regulated entities facility oversight with emphasis on security, maintenance and safety.

**Key Account Manager**, responsible for managing assigned strategic commercial, industrial and municipal customers in a large geographic territory.

**Manager**, manage the key accounts group for the company; negotiate with customers on billing issues for the company.

**Manager**, responsible for the development and administration of the marketing and sales programs for residential and small commercial customers.

**Manager Business Services Office**, provides overall management of the divisional Business Services Office Group (BSOG), development of professional staff and ensuring that the BSOG functions efficiently and in a cost effective manner.

**Principal Analyst**, manage all marketing programs, research and special marketing projects for the company.

**Principal Energy Efficiency Consultant**, will manage the BSO's DSM effort, including coordinating the Project Expeditors, vendors and assist with technical consultants.

**Senior Technical Support Consultant**, responsible for delivering technical services and support to the Key Account Managers, Energy Efficiency Consults and their customers.

**VP Business Services**, overall responsibility for providing all services and programs to Narragansett Electric Company business customers including hookup of electrical services and demand side management programs.

**OPERATIONS**  
**(March 12, 2007)**

**SVP Customer Operations,** (Hassan) responsible for unified field customers operations, including metering services; responsible for overall planning, operations and control of distribution systems; directs the maintenance, protection and improvement of all distribution equipment and facilities.

**SVP Distribution Network Services,** (Dienst) responsible for leading Dispatch and Control and other Distribution support activities; responsible for overall planning and control of electric distribution delivery system and managing fleet assets that support field operations; other major responsibilities includes emergency planning for the company.

**SVP Engineering and Asset Management,** (Root) responsible for engineering and network strategy efforts including implementation of the Reliability Enhancement Program; establishes the overall objectives and initiatives of engineering function; overall responsibility for management of distribution assets which includes setting the priorities of the capital investment program and overall work plan.

**DISTRIBUTION OPERATIONS**  
**(November 1, 2006)**

**Manager Relay & Telecommunications**, set strategic directions for the National Grid companies in the areas of system protection, control and telecommunication, which includes innovative approaches to the administration of personnel issues and the implementation of technological advances that will better position the National Grid companies for the future.

**VP Contract Management Services**, responsible for the contracting of construction and maintenance work.

**VP Operations Organizational Effectiveness**, responsible for reviewing and enhancing organizational design to help drive continued improvement within Operations; will direct a multi-disciplinary team that will analyze work processes, methods and technologies used by the electric and gas operating groups of NG in the US to develop and identify changes that will improve the efficiency of the operating groups.

**DISTRIBUTION NETWORK SERVICES**  
**(November 1, 2006)**

**Director Dispatch & Control NE**, provides director level oversight to the Substation-Subtransmission control center in Westboro MA, the Distribution Dispatch Control center in Lincoln Rhode Island and the Distribution trouble center. These organizations, monitor, direct switching activities and dispatch field resources as necessary to assure reliable service to the <69KV National Grid USA (New England) electrical network.

**Director Dispatch & Control NY**, provides director level oversight for the Regional Dispatch and Control Centers in NY. These organizations monitor, direct switching activities, dispatch field resources, provide real-time operation, and provide EMS RTU and control center technical support, for the National Grid USA (New York) transmission and distribution network.

**Director Emergency Planning**, responsible for working closely with internal functions and external emergency management agencies to assess and strengthen the company's emergency preparedness and business continuity planning.

**Director Lab and Testing Services**, directs and has overall responsibility for activities performed by the engineering, dielectric, meter test and chemical labs for National Grid Service Company.

**VP Fleet Management**, responsible for the asset management of the company's fleet of vehicles, equipment and aircraft. Responsible for the maintenance, acquisition and disposal of these assets.

**MAINTENANCE INSPECTION AND ASSESSMENT**

**Manager Maintenance Inspections & Assessment**, manages activities of employees and contractors engaged in performing condition assessments of overhead, underground, transmission and street lighting facilities system-wide and in performing stray voltage tests and necessary maintenance work related to these inspections and tests.

**Associate Engineer**, monitors and supervises personnel engaged in performing condition assessments of the overhead, underground, transmission and street lighting facilities in a particular geographic area; supervises employees and contractors performing stray voltage tests; identifies and prioritizes maintenance work.

**Supervisor**, supervisors activities of employees and contractor personnel engaged in performing condition assessments of overhead, underground, transmission and street lighting facilities and the identification of priority maintenance work; supervises the stray voltage testing of this same equipment.

**NEW ENGLAND DISTRIBUTION DISPATCH AND CONTROL**  
**(November 1, 2006)**

**Associate Operator**, will work closely with distribution control center operators and will issue certain switching and tagging orders to the field, such as setting distribution circuits non-reclosing and re-energizing feeders that have been reported clear.

**Coordinator System Control Center**, provides work application coordination to the Substation- Sub transmission control center at Westboro MA. This organization, monitors, direct switching activities and dispatches field resources as necessary to assure reliable service to the <69KV sub transmission and substations within the NG USA (New England) electrical network.

**Coordinator System Control Center**, provides work application coordination to the Distribution control center at Lincoln, RI. This organization, monitors, direct switching activities and dispatches field resources as necessary to assure reliable service to the distribution system within the NG USA (New England) electrical network.

**Designer** (this includes Senior Designer), responsible for creating, maintaining and updating operating maps utilized by distribution control centers (Lincoln and Westboro).

**Manager Distribution Disptach**, provides manager level oversight to the control center. This organization, monitors, direct switching activities and dispatches field resources as necessary to assure reliable service to the Distribution systems within the southern divisions of NG USA (New England) electrical network.

**Manager Substation & Subtransmission Dispatch**, provides manager level oversight to the Substation-Subtransmission control center in Westboro MA. This organization, monitors, direct switching activities and dispatches field resources as necessary to assure reliable service to the <69KV subtransmission and substations within the NG USA (New England) electrical network.

**Principal Training Representative**, train, develop, mentor and coach new control center operators from initial entry into the department through their becoming fully rated transmission and security system operators. Perform periodic refresher training for fully rated operators to maintain and improve skills as well as to incorporate new systems and procedures.

**Shift Supervisor Control Room**, provide supervision/leadership of daily shift operations of the Dispatch & Control organization.

**Superintendent Distribution Dispatch and Control NE**, provides supervisor level oversight to the Distribution Control Center at Lincoln, RI. This organization monitors and directs switching activities and dispatches field resources as necessary to assure reliable service to the distribution system within the NG USA (New England) electrical network.

**Superintendent Distribution Dispatch and Control NE**, provides supervisor level oversight to the Substation- Sub transmission control center at Westboro MA. This organization, monitors, direct switching activities and dispatches field resources as necessary to assure reliable service to the <69KV sub transmission and substations within the NG USA (New England) electrical network.

**System Control Center Operators, Distribution Dispatch and Control NE, Westborough, MA**, monitors and directs switching for the safe and reliable operation of the substations and sub-transmission system within the NG (New England) electrical network.

**System Control Center Operators, Distribution Dispatch and Control NE, Lincoln, RI**, monitors and directs switching for the safe and reliable operation of the distribution system within NG (New England) electrical network.



**NEW YORK DISTRIBUTION DISPATCH AND CONTROL**  
**(February 13, 2007)**

**Chief Service Dispatcher**, under general supervision, to work with, train and direct Service Dispatchers; to be responsible for planning, assigning, and recording of work orders; to perform responsible work.

**Coordinator**, coordinates applications for switching work under the jurisdiction of the Regional Control Center.

**Manager Distribution Dispatch NY**, provides manager level oversight for System Operations Dispatch in Syracuse, NY. This organization provides the dispatch function primarily for the NY Service Department, and also provides the interface with public emergency agencies such as fire and police departments, supporting both the gas and electric businesses.

**Manager Distribution Dispatch Project**, provides guidance and direction to the staff of the three NY Regional Control Centers and the System Dispatch group in the planning and implementation of various projects involving new technologies and processes directed toward the ongoing efficiency of these operations.

**Manager Regional Control Western**, provides manager level oversight for the Western Regional Control Center (WRCC) in Buffalo, NY. This organization monitors, directs switching activities and dispatches field resources as necessary to assure reliable service to the transmission and distribution systems serving the Frontier and Western Regions of New York.

**Manager Regional Control Center Central**, provides manager level oversight for the Central Regional Control Center (CRCC) in Syracuse, NY. This organization monitors, directs switching activities and dispatches field resources as necessary to assure reliable service to the transmission and distribution systems serving the Central, Northern and Mohawk Valley Regions of New York.

**Manager Regional Control East**, provides manager level oversight for the Eastern Regional Control Center (ERCC), in Guilderland, NY. This organization monitors, directs switching activities, and dispatches field resources as necessary to assure reliable service to the transmission and distribution systems serving the Capital and Northeastern Regions of NY.

**Regional Operator**, under the general supervision to control, direct and monitor electric substations, hydro-generating stations, transmission networks and distribution facilities within a Regional Control Center's jurisdiction including making load, voltage and reactive adjustments using state of the art equipment.

**Relief Operator**, under general supervision to control, direct and monitor electric substations, hydro-generating stations, transmission networks and distribution facilities within a Regional Control Center's jurisdiction including making load, voltage and reactive adjustments using state of the art equipment.

**Scheduling Supervisor**, produces daily, short-cycle, work schedules for field crews. Coordinates short-schedules with field supervisors, area resource coordinators and customer service personnel.

**Senior Gas Operations Specialist**, responsible to develop, issue, revise, coordinate and implement gas operating procedures, standards, policies, practices and programs.

**Service Dispatcher**, under general supervision on a shift or schedule in a combination gas and electric area, in the Service Department, to analyze all calls and to assign or reassign Service Representatives, line crews or gas operating crews under emergency or routine conditions.

**Shift Supervisor Control Room**, responsible for all activities on a shift, including supervision of represented personnel, for the region. This organization monitors, directs switching activities, and dispatches field resources as necessary to assure reliable service to the transmission and distribution systems.

**NEW YORK DISTRIBUTION DISPATCH AND CONTROL**  
**(February 13, 2007)**

**Superintendent Regional Control, Central**, provides superintendent level oversight for the Central Regional Control Center (CRCC) in Syracuse, NY. This organization monitors, directs switching activities, and dispatches field resources as necessary to assure reliable service to the transmission and distribution systems serving the Central, Northern and Mohawk Valley Regions of NY.

**Superintendent Regional Control, Western**, provides superintendent level oversight for the Western Regional Control Center (WRCC) in Buffalo, NY. This organization monitors, directs switching activities, and dispatches field resources as necessary to assure reliable service to the transmission and distribution systems serving the Frontier and Western Regions of NY.

**Supervisor**, responsible for all activities on a shift, including supervision of represented personnel, for the region. This organization monitors, directs switching activities, and dispatches field resources as necessary to assure reliable service to the transmission and distribution systems.

**LAB AND TESTING SERVICES  
(November 1, 2006)**

**Chief Meter Mechanic A, Rubber Goods NY**, to work with and direct employees engaged in shop testing of watt-hour meters or protective equipment.

**Chief Tester & Installer, Chemical Lab NY**, to work with and direct a group of testers of any grade, except Test Specialist B.

**Chief Tester & Installer, Engineering Lab NY**, to work with and direct a group of testers of any grade, except Test Specialist B.

**Chief Tester & Installer, Meter Testing NY**, to work with and direct a group of testers of any grade, except Test Specialist B.

**Laboratory Tech A, Chemical**, to perform physical or electrical inspections, tests or investigations on materials or equipment including those involving complicated laboratory apparatus or procedures and to submit data on results.

**Laboratory Tech A, Electric**, to perform physical or electrical inspections, test or investigations on materials or equipment including those involving complicated laboratory apparatus or procedures and to submit data on results.

**Laboratory Tech B, Chemical**, to maintain or assist in maintaining the most complicated laboratory apparatus, to make physical and chemical inspections, tests and investigations on materials and equipment involving laboratory apparatus or procedure.

**Laboratory Tech B, Electric**, to compare, calibrate and maintain primary electrical standardizing apparatus.

**Manager Engineering Lab**, directs and manages the engineering standards and dielectric testing labs, and, in New York, the chemical lab.

**Manager Meter Test**, directs and manages the electric meter labs for National Grid Service Company.

**Meter Mechanic, Meter Testing NY**, to ascertain and utilize proper test connections and procedures. To test and maintain the most complicated billing metering equipment.

**Meter Shop Tester, Meter Testing NY**, to test and maintain watt-hours meters, demand registers and instrument transformers.

**Meter Shop Tester C, Rubber Goods NY**, to test and maintain watt-hours meters, demand registers and instrument transformers. To calculate and verify dial and billing constraints on watt-hours demand and multisator meters.

**Supervisor Chemical Lab**, directs and supervises activities performed by the chemical lab in New York.

**Supervisor Meter Test**, manage and control the inventory of electric revenue metering equipment and devises in the central test facility and at field locations.

**FLEET MANAGEMENT**  
**(November 1, 2006)**

**Manager Fleet Maintenance**, responsible for the preventive maintenance and repair of vehicles and equipment; ensures that garages comply with all appropriate safety and environmental rules and regulations. Maintains and repairs vehicles so that they are safe, available and reliable.

**Supervisor Fleet Maintenance**, responsible for the direct supervision of the physical workers involved in the maintenance and repair of all company vehicles and equipment assigned to their particular garage.

**ENGINEERING AND ASSET MANAGEMENT**  
**(November 1, 2006)**

**Director of Asset Strategy and Performance**, responsible to analyze the root causes of asset performance and develop asset strategies into a strategic plan to improve reliability and reduce overall asset life cycle costs.

**Director Process and Systems**, responsible for full integration of information systems into daily operations while maximizing the benefits of technology; responsible for the development and implementation of a single suite of Operations information systems; responsible for ensuring that existing initiatives are brought to a successful conclusion or brought in line with the plans for a single suite of systems.

**Manager Distribution Network Policies**, manages a group responsible for developing the asset management strategic processes and relationships with key service partners; develops asset policies and strategies for sub-transmission and distribution substation assets in partnership with other company groups.

**VP Distribution Engineering and Asset Management**, responsible for directing the identifying and developing work from asset strategies and reliability and network loading criteria; also directs planning studies, provides technical support to operations and develops projects for work plan consideration; acts as primary technical interface with New England regulations.

**VP Distribution Investment Management**, oversees a group responsible for developing U.S. distribution's gas and electric capital and maintenance budgets, annual work plans and 18 months rolling asset implementation plans. Also, responsible for managing the RAC process, developing a distribution project management capability and monitoring cost performance benchmarks to ensure efficiency; acts as primary technical interface with New York regulators.

**VP Engineering Services**, responsible for the efficient and effective engineering, design, analysis and other technical support provided to the operating companies of National Grid USA; this includes the diverse areas of substation, relay, transmission, meter and telecommunication engineering, design and standards; distribution standards and work-methods development; laboratory testing, qualification and operational support, asset management procedure and system analysis.

**ENGINEERING SERVICES**  
**(January 16, 2007)**

**DISTRIBUTION SYSTEM PLANNING**

**Director Distribution Design**, this position is responsible for the development of distribution line and new business gas engineering construction designs/plans for all electric distribution lines including new business and rebuild, DOT, new lines (extensions), various reliability/asset replacement programs, residential gas connections as identified by the work execution plan and customer requests.

**Director Distribution System Planning**, this position is responsible for the capability and operability of distribution substation and feeder system and coordination with Transmission planning for the overall distribution system.

**Engineer** (this includes Associate, Senior, Principal and Lead Senior Engineer), responsible for development of an Asset Management Strategic Plan considering the age/condition profiles for key assets and long range issues/plans by planning area; monitor and direct the development of the FHIST application to deliver increased functionality and user friendliness; ensuring the tool is ready for performing the annual Feeder Health Assessment.

**Engineering Planner**, conducts short and long range area supply and distribution studies and recommend system facilities changes to provide economic and reliable electricity delivery for customers; plans, designs and specifies equipment for electrical system according to applicable codes and standards.

**Manager Distribution Planning**, responsible for the development of plans to ensure the capability, operability and performance of the electric sub-transmission and distribution systems.

**Manager Network Planning and Reliability**, responsible for managing the staff and operations of the Network Planning & Reliability department across National Grid USA towards the goal of improving the asset health of the electric delivery system, considering safety, reliability, and customer satisfaction; develop and engineer efficient system enhancement projects/programs in accordance with various asset management policies and procedures for consistent application across the entire service territory.

**Principal Engineer**, conducts various technical and financial analyses one, and engineering enhancements to, the electric system for the purpose of improving reliability performance of the system.

**DISTRIBUTION ENGINEERING SERVICES**

**Designer, Distribution Standards**, under general supervision in the Engineering Department to do design of construction standards and associated updates of existing construction standards; maintain related standard drawings and standards diagrams as needed to keep construction standards up to date; additionally support in the development and maintenance of construction unit and macro unit drawings as needed.

**Director Distribution Engineering Services**, responsible for the planning, developing, and coordinating of the implementation of policies, procedures and techniques for electric transmission and distribution construction, operation and maintenance on a system-wide basis.

**Manager Distribution Standards**, manages the development, distribution and implementation of company standard designs and specifications for materials and equipment and construction standards for the underground transmission and distribution system.

**SYSTEM PROTECTION AND ELECTRIC METER ENGINEERING**

**Analyst, Engineering Project Management Group** (this includes Senior and Principal Analyst), generate and analyze project resources and outage and material forecasts for substation and transmission line projects using project management software systems.

**Director System Protection and Electric Meter Engineering**, accountable for formulating policy, approving design and evaluating the operation of the Electric Protection Systems, including the coordination with adjacent utilities on all transmission interconnections, for the National Grid transmission, distribution, and non-nuclear generating facilities. Manage the System Protection Engineering Unit.

**Engineer, Protection Engineering**, (this includes Associate, Senior and Lead Senior Engineer), evaluates, selects, sets and designs protective systems for substation and transmission facilities.

**ENGINEERING SERVICES  
(December 19, 2006)**

**SYSTEM PROTECTION AND ELECTRIC METER ENGINEERING - CONTINUED**

**Manager Engineering Consulting Services**, responsible for developing effective relations with those consultants that could provide design and/or construction services.

**Manager Protection Engineering**, responsible for directing the implementation of system protection design through the management of the Protection Engineering Department and in consultation with the Substation Engineering, Substation Design, Transmission Planning, Electric Distribution Planning and Relay and Telecommunications Operations Departments.

**Project Manager, Engineering Project Management Group**, responsible for managing electric transmission line and substation projects, including new facilities, major additions, rehabilitation and retrofit projects.

**PROCESS SYSTEMS ENGINEERING**

**Engineer** (this includes Associate, Principal and Lead Senior Engineer), ensure appropriate review and analysis of root cause contributors to interruptions and disturbances on the transmission and sub-transmission system.

**Manager**, direct the implementation of system protection design standards and asset health strategies through it consultation with the substation engineering and design, transmission planning, distribution planning and the relay testing and commissioning groups.

**ENGINEERING SERVICES  
(December 19, 2006)**

**Director Substation Engineering Services**, accountable for the effective planning, organizing, staffing, controlling, and directing of group labor, time and cost resources for the electrical design and drafting, and procurement of equipment relating to the electrical engineering of High Voltage and Extra High Voltage electric sub-station construction projects.

**SUBSTATION O&M SERVICES NEW YORK**

**Coordinator**, provides support for the operations and maintenance of the NG companies' substation apparatus.

**Engineer** (this includes Associate and Lead Senior Engineer), provides support for the operations and maintenance of the NG companies' substation apparatus.

**Manager**, accountable for the staffing and direction of the labor that provides support for the operations and maintenance of NG companies' substation apparatus.

**Senior Analyst**, provides support for the maintenance management and maintenance parts inventory system for substations.

**SUBSTATION O&M SERVICES NEW ENGLAND**

**Coordinator**, provides support for the operations and maintenance of the NG companies' substation apparatus.

**Coordinator Substations**, provides support for the operations and maintenance of the NG companies' substation apparatus.

**Engineer** (this includes Senior and Lead Senior Engineer), provides support for the operations and maintenance of the NG companies' substation apparatus.

**Manager Substation O&M Services NE**, accountable for the staffing and direction of the labor that provides support for the operations and maintenance of NG companies' substation apparatus.

**Senior Analyst**, provides technical support to internal departments and external customers for the application, operation and maintenance of apparatus for stations.

**SUBSTATION ENGINEERING NEW ENGLAND**

**Engineer** (this includes Associate, Senior, Principal and Lead Senior Engineer), plans and design electrical substation facilities on a conceptual basis complying with environment, safety, NESC and National Grid standards and policies.

**Manager**, responsible for the effective and efficient design of substations in the Company's New England service area; this includes new facilities and the addition to, or revision of existing facilities; ensures that all designs are in compliance with the NESC and Company standards; working in coordination with the Manager, Engineering and Design New York responsible for the development of Substation design and construction standards.

**SUBSTATION DESIGN**

**Analyst** (this includes Senior Analyst), coordination and management of the documents and the electronic document management systems; technical support for the management, operation and maintenance of the computer systems and applications used in the design and engineering of substations.

**Designer** (this includes Associate, Senior and Lead Senior Designer), develops the designs for components of construction, electrical and mechanical projects, prepares and maintains related diagrams, maps and records in addition to drafting work as required.

**Manager Substation Design**, responsible for directing the implementation of effective, timely and efficient substation design.



**ENGINEERING SERVICES**  
**(November 1, 2006)**

**ENGINEERING AND DESIGN**

**Designer** (this includes Lead Senior Designer), develops the designs for components of construction, electrical and mechanical projects, prepares and maintains related diagrams, maps and records in addition to drafting work as required.

**Engineer** (this includes Associate, Senior and Principal Engineer), plans and designs electrical substation facilities on a conceptual basis complying with environmental, safety, NESC and NG standards and policies.

**Manager Design**, responsible for directing the implementation of effective, timely and efficient substation design.

**Manager Engineering & Design**, responsible for the effective and efficient design of substations in the Company's New York service area; this includes new facilities and the addition to, or revision of, existing facilities; ensures that all designs are in compliance with the NESC and Company standards; working in coordination with the Manager, Engineering & Design New England responsible for the development of Substation design and construction standards.

**ENGINEERING AND ASSET MANAGEMENT  
(November 21, 2006)**

**Designer** (this includes Design Representative and Senior Design Representative), responsible for creating work orders in the STORMS system for UG orders associated with our AC secondary networks on the distribution system, as well as for orders on the sub-transmission and Transmission system.

**Engineer** (this includes Associate, Senior, Principal and Lead Senior), works closely with district operations providing technical support on a wide range of issues on electrical distribution systems.

**Engineering Planner**, administer DRAC for BSE; use PowerPlant tool and work with operations planner to integrate DRAC and implementation plans; ensures the process follows governance and meets objectives of committee.

**Manager Distribution Asset Management**, has responsibility in a senior leadership role for the functional direction of the reliability engineers.

**Manager Distribution Field Engineering**, responsible for managing the staff and operation of a divisional Distribution Asset Management department towards the goal of improving the asset health of the electric delivery system, considering safety, reliability, and customer satisfaction; manage the development of project recommendations based on sound engineering, design and cost/benefit analysis; actively participate in the divisional DRAC meetings to ensure the work plan is managed to achieve the best possible results.

**Project Manager**, works closely with district operations providing technical support on a wide range of issues on electrical distribution systems.

**GAS DISTRIBUTION  
(February 13, 2007)**

**Acting Chief Operating Officer (COO)**, responsible for the safe, reliable, and efficient operation of National Grid's existing Gas business in upstate New York and Rhode Island.

**Director Customer Operations NY**, responsible for all activities associated with safely and efficiently operating, maintaining and constructing Gas facilities in upstate New York.

**Director Gas Delivery**, responsible for the development and implementation of the annual and 5-year gas work plan, specifically selecting, funding and insuring the construction of approximately \$50 million of capital improvements that will best enhance the gas system optimizing safety, reliability and shareholder value.

**Manager Gas Energy Management Systems**, accountable for managing in a cost effective manner the operation of the Gas Energy Management System to ensure long term gas system operational integrity and support economic gas dispatching during normal and emergency conditions.

**Staff Assistant COO Gas**, assist COO of US Gas Distribution with analysis, reporting, monitoring and planning of activities associated with US Gas distribution Operations.

**Supervisor Gas Control**, accountable for supervising the work of personnel engaged in monitoring, controlling and data acquisition of the gas pipeline system to ensure system integrity and operational efficiency to provide reliable and safe gas service.

**System Gas Control Operator**, provide direction as required to accomplish duties such as to identify and analyze emergency situations including the notification of personnel as required to monitor security and other alarms for stations and other Company facilities.

**GAS DELIVERY**  
**(November 1, 2006)**

**Supervisor**, direct work of Drafters and Research Analysts and set work priorities to effectively balance the seasonal variations & internal/external customer requirements; review all data edits and Merge/Post GIS alternatives of all GIS users to ensure data quality/integrity/availability so that other departments can confidently rely on the information for their business needs.

**GAS ASSETS**

**Gas Operations Specialist** (this includes Senior and Principal Gas Operations Specialist), responsible to develop, issue, revise, coordinate and implement gas operating procedures, standards, policies, practices and programs.

**Manager Gas Assets**, manages the technical analysis, financial analysis, gas system design, failure analysis, customer technical resolution and related activities associated with gas system optimization; insures that policies, programs, procedures, tariffs and standards are uniformly applied throughout the system.

**GAS OPERATIONS SUPPORT**

**Gas Operations Specialist** (this includes Senior and Principal Gas Operations Specialist), responsible to develop, issue, revise, coordinate and implement gas operating procedures, standards, policies, practices and programs.

**Manager Gas Operations Support**, plans, directs, organizes and coordinates the activities of the Gas Operations Support, Gas Meter Shop and Gas Metering Program including the development and implementation of operating procedures, practices and policies to assure compliance with local, state and federal regulations.

**GAS ENGINEERING RI**

**Coordinator**, responsible for compiling service project package for Construction Services; design service installation projects by creating job prints using GIS / Smallworld.

**Engineer**, responsible for design projects by creating detailed job plans using GIS / Smallworld & AutoCAD; evaluate third party construction plans to assess the impact of their work on our distribution system, and work with them to ensure that their plans and specifications are protective of our gas distribution system.

**Lead Supervisor**, develop plans/processes/procedures for effective productivity measures, resource utilization and plan for future resource reductions if possible; ensure that facility records are properly maintained and updated with minimal backlog so that other departments can confidently rely on the records for their business needs.

**Manager Gas Engineering RI**, provide leadership to the Engineering Department to enhance productivity and quality; provide for safe efficient design and operation of all facilities throughout the company.

**Supervisor**, supervise Project Engineers and Field Coordinators to be successful in their objectives; design projects by creating detailed job plans using GIS / Smallworld & AutoCAD that will meet the long term needs of NEGC while providing for the most cost effective installation.

**GAS ENGINEERING**

**Designer**, responsible for planning and designing gas distribution and transmission projects, including regulator stations.

**Engineer** (this includes Associate and Senior Engineer), responsible for the design of gas regulator stations, instrumentation, control, gate stations, transmission pipelines, mains, services and meters in accordance with all applicable codes and standards; evaluate the system for adequate capacity by performing load study analysis and evaluate the adequacy of the composition and heat content of the gas; oversee the work performed by designers.

**Manager Gas Engineering**, responsible for the safe and economic design of the gas infrastructure in accordance with all codes and standards; oversee the work of gas designers and engineers engaged in the detailed design and analysis of all gas system components.

**GAS DELIVERY**  
**(November 1, 2006)**

**GAS ENGINEERING - CONTINUED**

**Senior Gas Operations Specialist**, responsible to develop, issue, revise, coordinate and implement gas operating procedures, standards, policies, practices and programs.

**Supervisor Gas Engineering, Gas Engineering**, responsible for the safe and economic design of the gas infrastructure in accordance with all codes and standards; oversee the work of gas designers and engineers engaged in the detailed design and analysis of all gas system components.

**NEW YORK DISTRIBUTION**  
**(March 12, 2007)**

**Director Gas Supply & Transportation**, (Klosowski) ensure that the necessary gas planning effort is done to determine the requirements of our customers and how those requirements can be met either through supply, customer transportation or demand resources. Develop and execute strategies to implement the plans. Direct or develop, negotiate and execute contracts for the procurement of gas supplies, hedging of price risks, pipeline capacity (including new interconnections), storage and peaking services.

**Manager Energy Supply**, responsible for the work activities of personnel engaged in minimizing the total wholesale energy supply portfolio costs. Directs, plans, and organizes the activities related to purchasing installed capacity, purchasing energy requirements from the day ahead markets, and scheduling existing wholesale portfolio resources in the day ahead market. Directs the activities related to the implementation of power contracts including negotiation and administration of PURPA requirements. Manages the risk analysis for the wholesale portfolio. Directs the work activities associated with the power purchase payments associated with all Power Purchase arrangements and NYISO purchases.

**SVP Business Development**, (Kelleher) responsible for building and maintaining strong relationships with non-residential customers in Niagara Mohawk's service territory. Responsible for effective design and implementation of economic development programs designed to attract and retain commercial and industrial customers in Niagara Mohawk's service territory.

**SVP Customer Service**, (Zschokke) responsible for all center activities, credit and collections, billing, revenue protection, metering services and customer satisfaction.

**VP Energy Supply NE**, (Hager) directs the procurement of the power supply portfolio required to fulfill the provider of last resort service obligations of the National Grid distribution companies to their retail customers; directs the completion of the divestiture of New England Power Company's residual generation interests; represents National Grid on various committees in the New England Power Pool.

**VP Facilities Asset Management**, (Sala) plans, directs staffs, organizes, coordinates, develops programs, policies and procedures and provides overall leadership to the Facilities Asset Management Department.

**VP Property and Real Estate Management**, (Larson) responsible for the Property Assets and Real Estate Department which facilitates the acquisition, disposition, and protection of real estate rights. Also responsible for the Property Tax Department which manages the expense of taxes paid on property owned by the various companies throughout the US.

**VP Public Affairs**, (Crossett) overall responsibility for state and local governmental, legislative and regulatory interactions in the state of New York; analyzes and proposed legislative actions and determines the potential impact on the organization; monitors legislative and public policy activities and develops company position.

**VP Supply Chain**, (Way) is responsible for Procurement, inventory management and accounts payable for all materials and services needed to support the operation of National Grid USA's companies.

**ENERGY SUPPLY**  
**(November 1, 2006)**

**Analyst**, supports and assists as required in the administration and procurement of power supplies to fulfill National Grid's provider of last resort service obligations and the completion of the divestiture of New England Power Company's residual generation interests.

**Manager Energy Arrangements**, provides management support to the VP Energy Supply New England in (1) the administration and procurement of power supplies to fulfill National Grid's provider of last resort service obligations, (2) the completion of the divestiture of New England Power Company's residual generation interests, and (3) the representation of National Grid on various committees in the New England Power Pool.

**Manager Wholesale Markets**, represents the interests of the New England distribution companies and New England Power Company in various forums on wholesale market issues.

**Principal Analyst**, supports and assists as required in (1) the administration and procurement of power supplies to fulfill National Grid's provider of last resort service obligations, (2) the completion of the divestiture of New England Power Company's residual generation interests, and (3) the representation of National Grid on various committees in the New England Power Pool.

## **GAS AND ENERGY SUPPLY (November 1, 2006)**

### **GAS SUPPLY AND TRANSPORTATION**

**Principal Gas Supply Planner**, develops models and analyses to forecast Niagara Mohawk's system and firm load requirements on a daily, seasonal and annual basis. Use these forecasts and analysis to assist in decisions on gas supply purchases and availability of NM transportation capability

**Senior Analyst**, negotiate the spot and longer term purchase of gas commodity and movement of that commodity on the interstate pipeline network to the city gate for NM's commodity customers. Implement Gas Supply hedging program.

### **GAS SUPPLY OPERATIONS**

**Analyst** (this includes Senior and Principal Analyst), schedules and coordinates Niagara Mohawk's transportation of customer or Marketer owned gas.

**Manager Gas Supply Operations**, manage the overall gas supply operations strategy to secure a least cost reliable gas supply for the Company as well as providing commercial and industrial gas customers with beneficial gas supply and storage services.

### **GAS SUPPLY TRANSPORTATION SERVICES**

**Analyst** (this includes Principal Analyst), implement the company policies and procedures that allows for the delivery and transportation of customer or Marketer owned gas in accordance with contract or tariff requirements.

**Manager Gas Transportation Services**, manage and oversee Niagara Mohawk's transportation of customer or Marketer owned gas in accordance with contract or tariff requirements.

### **GAS SUPPLY OPERATIONS RI**

**Analyst**, monitor and project current and future supply requirements and related supply costs; develop detailed supply and cost data to be used in various regulatory filings.

**Gas Dispatch**, dispatch daily gas supply; monitor and control the gas distribution system through SCADA system .

**Manager**, schedule gas supply to minimize cost, prevent penalties and maintain the reliability and integrity of the gas distribution system; account for and report, internally and externally, all volumetric data on gas send out on a timely basis.

**Manager Gas Supply Operations RI**, manage and direct the purchase of all gas supply and resources to meet needs of customers; meet the gas supply objectives of the regulatory authorities and in compliance with company policies.

**Senior Analyst**, management of Gas Control budget; oversight of LNG plants, gate stations, odorization systems, electrical maintenance and system pressure regulation.

**Supervisor**, plan and coordinate gas supply purchases and deliveries; communicate supply issues to manager and supervise deliverability and refill scheduling with an emphasis on cost control.

### **ENERGY SUPPLY**

**Analyst** (this includes Senior and Principal Analyst), perform all power purchase contract administration tasks. Perform analysis associated with contract modifications and customer savings; manage divesture contracts and NY Power Authority contracts.



## **BUSINESS SERVICES AND ECONOMIC DEVELOPMENT (December 19, 2006)**

### **BUSINESS SERVICES**

**Account Manager**, cultivates and enhances effective customer relationships; calls proactively on major industrial, municipal and commercial customers via a targeted account management philosophy.

**Consumer Representative**, represents the Company in negotiations with all customers regarding the sale of additional use of electric and gas service, advises customers in the proper application of their electric and gas service and calls on customers to determine applicable rates, coding, accuracy of meter readings and explain customers' bills. Additionally maintains sales contacts with dealer outlets, builders, electrical and gas trade, and allied organizations.

**Key Account Manager**, cultivates and enhances effective customer relationships; calls proactively on major industrial, municipal and commercial customers via a targeted account management philosophy.

**Manager**, cultivates and enhances effective customer relationships; calls proactively on major industrial, municipal and commercial customers via a targeted account management philosophy.

**Manager Business Services Office**, provides overall management Office Group (BSOG), development of professional staff and ensuring that the BSOG functions efficiently and in a cost effective manner.

**VP Business Services**, direct, plan, schedule, budget and coordinate all aspects of electric and gas construction, operation and maintenance to ensure the value of the Corporation's assets are maximized and protected. Responsible for regional asset profitability, reliability, asset condition and regional customer satisfaction; lead company contact with community, political, and business leaders in the region served.

### **ECONOMIC AND COMMUNITY DEVELOPMENT**

**Economic Development Representative** (this includes Senior and Principal Economic Development Representative), conducts marketing and sales efforts to attract new businesses to Niagara Mohawk's service territory. Works with local communities to prepare marketing plans and fully serviced sites and provides technical expertise and interface with site selectors and corporate realtors.

**VP Economic & Community Development**, develops and manages the corporation's strategy to attract new jobs and capital investment to the service territory. Responsible for implementation of the economic development plan programs contained in the merger rate agreement and managing the regulatory, political and business relationships associated with that effort.

### **PROGRAM AND POLICY**

**Analyst** (this includes Senior and Principal Analyst) provides analytical and administrative support for the Business Services and Economic Development organization, including the strategic account management, economic development and consumer relations functions.

**Director Program and Policy**, manages the support organization for the Business Services and Economic Development (BSED) that includes the strategic account management, economic development and consumer relations functions. Responsible for all administrative, regulatory and policy work associated with the Company's Empire Zone Rider (EZR) discount program

**Project Manager**, under the direction of the Director of Program and Policy, manages research, regulatory policy, tariff implementation and other key initiatives impacting "key account" customers served by the New York Business Services and Economic Development organization.

**BUSINESS SERVICES AND ECONOMIC DEVELOPMENT  
(December 19, 2006)**

**REGULATORY ANALYSIS**

**Financial Analyst** (this includes Senior Financial and Principal Financial Analyst, supports and coordinates Regulatory and Tariff interpretations relative to the implementation by the Company's field and customer interface personnel of the Company tariff and related business rules; supports the consistent application of the rules.

**Manager Regulatory Analysis**, liaison between the Company and in-house DPS Auditors for requests that are of a financial nature. Provide Company personnel with advice/guidance in responding to regulatory requests. Assists in developing regulatory strategies. Performs financial analysis to support regulatory efforts.

## **CUSTOMER SERVICE CENTERS (December 11, 2006)**

**Director Customer Service**, directs and oversees the management of the call center, accounts processing, training and small business group within the call center organization.

**Manager Customer Satisfaction & Strategic Planning**, directs, plans and organizes the work activities of the E-business, Customer Communication & Change Management and Customer Relationship management functions in Customer Service; directs project management team's activities in support of Customer Service organization to insure timely and effective implementation of assigned initiatives.

**Manager Resource Planning**, responsible for ensuring that the call centers are properly resourced to meet both day-to-day and peak demands.

**Senior Analyst, Customer Service**, performs assignments as directed by Call Center Director. Currently on assignment to Sarbanes-Oxley as lead analyst.

**Vice President Customer Service**, responsible for planning and implementing the integration of the Cumberland and Providence RI contact centers with the existing contact center.

### **CALL CENTERS**

**Coach/Supervisor Customer Service, Call Center Buffalo**, plans, organizes, coaches and maintains work teams engaged in all aspects of customer contact with the goal of providing excellent customer service that will achieve superior customer satisfaction results.

**Coach/Supervisor Customer Service, Call Center Syracuse**, plans, organizes, coaches and maintains work teams engaged in all aspects of customer contact with the goal of providing excellent customer service that will achieve superior customer satisfaction results.

**Manager Call Center Buffalo**, the position is accountable for planning, directing, and maintaining responsive, cost-effective customer service telephone operations. Administers reactive and proactive telephone communications with customers relating to service, complaints, billing, payments, accounting problems, and general information to ensure conformity with Company policies and procedures.

**Manager Call Center Syracuse**, provides overall management of the call center which includes determining and maintaining appropriate staffing levels; development of the professional staff; ensuring that the center functions efficiently and in a cost effective way; defines and implements new processes; maintains an effective working relationship with the union leadership.

**Senior Analyst, Call Center Syracuse**, provides analytical support to assist in the meeting of service quality goals. Find opportunities for efficiency improvements and cost savings for the call center and account processing.

**Team Coordinator, Call Center Buffalo**, the primary role of this position is to plan, direct, organize, and coordinate Team Leader and Senior Representative activities in order to maximize performance and productivity.

**Team Coordinator, Call Center Syracuse**, the primary role of this position is to plan, direct, organize, and coordinate Team Leader and Senior Representative activities in order to maximize performance and productivity.

### **ACCOUNTS PROCESSING**

**Coach/Supervisor Customer Service, Accounts Processing**, the principal accountability of this position is to plan, organize, coach and maintain self-directed work teams engaged in all aspects of customer contact with the goal of providing excellent customer service that will achieve superior customer satisfaction results.

**Manager Accounts Processing NY**, accountable for planning, directing and maintaining responsive, cost effective billing support activities for customer service operations. Administers reactive and proactive telephone and written communications with customers relating to service, complaints, billing exceptions, payments, accounting problems and general information to ensure conformity with Company policies and procedures.

**CUSTOMER SERVICE CENTERS  
(December 11, 2006)**

**ACCOUNTING PROCESSING - continued**

**Senior and Principal Analyst, Accounts Processing**, processes invoices for payment and researches payment issues/questions to insure correct and appropriate resolution.

**C&I BUSINESS TEAM**

**Manager C&I Business Team**, provide overall management of the Small Business Customer Group including determining and maintaining appropriate staffing levels, development of professional staff and ensuring that the SBCG functions efficiently and in a cost effective manner.

## **CUSTOMER SERVICE PROGRAMS (November 1, 2006)**

**VP Customer Focus**, responsible for strengthening the focus on internal and external customers across the company to assure NG achieves excellence in serving customers.

### **BILLING & SYSTEMS**

**Analyst, Billing and Systems**, organize, analyze, track, compare and/or present data. Conduct special project assignments. Process requisitions and invoices timely and accurately through PMP system.

**Analyst, Supplier Services** (this includes Senior and Principal Analyst), analyze, recommend, and implement solutions to competitive supply issues. These issues can be corrective in nature, or offer significant improvement in efficiency and/or accuracy. Provide research and analytical support of customer information to the business units in support of their departmental and corporate goals. Assure proper operations of all supplier services functions. Manage relationships with competitive providers and governing bodies such as the NY Public Service Commission.

**Coach/Supervisor Customer Service, Billing and Systems**, oversees and organizes work activities of analysts performing manual billing activities. These activities involve collecting billing determinants, producing and mailing customer invoices, posting revenue to the corporate general ledger, and all other reporting activities that are necessary following customer billing. The coach is also a process director and agent for improved effectiveness and efficiency in the manual billing process. He/she also maintains close relationships with Accounts Processing to assure coordinated activities.

**Director Billing and Systems NY**, directs, plans and organizes the work activities of support staff focused on resolving issues related to the Customer Service System (CSS), increasing system efficiency, reducing costs and improving customer satisfaction. Directs the evaluation and prioritization of CSS issues identified from all user departments and ensures the allocation of appropriate resources to resolve and implement necessary changes.

**Senior Analyst, Billing and Systems** (this includes Principal Analyst), analyze, recommend, and implement solutions to customer billing, finance, and service issues. These issues can be corrective in nature, or offer significant improvement in efficiency and/or accuracy. Provide research and analytical support of customer information to the business units in support of their departmental and corporate goals. Assure proper operations of all customer-related systems and supplier services functions. Plan and direct activities of other analysts in support of large projects.

**Supervisor Auxiliary Operations**, manage the Company's interest and responsibilities related to Retail Choice of competitive services and energy. Direct a staff responsible for the accurate processing of competitive service enrollments, drops, changes, etc. to ensure assignment and handling of customers and their consumption with the appropriate supplier.

**Supervisor Supplier Services**, responsible for managing the Company's interest and responsibilities related to Retail Access and energy services companies. Direct a staff responsible for the accurate processing of ESCo enrollments and drops to ensure assignment of customers and their consumption to the appropriate supplier (ESCo or NG), necessary for correct ISO billing of both NG and ESCo's.

### **CREDIT & COLLECTIONS**

**Analyst, C&I Collections** (this includes Senior and Principal Analyst), analyzes, recommends and implements policy, process and system enhancements to improve collections performance. Reviews, reports on, and manages day-to-day collection operational activities. Carries out large customer collection activities involving specialized negotiation, litigation or field treatment.

**Director Credit and Collections NY and NE**, plans and directs the financial and operational performance of collection functions, directs the management of collection activities to significantly reduce outstanding arrears and uncollectible accounts to acceptable industry levels.

## **CUSTOMER SERVICE PROGRAMS (November 1, 2006)**

### **NEW REQUESTS/OPERATIONAL COMPLIANCE**

**Analyst** (this includes Senior and Principal Analyst), analyzes, recommends, and implements solutions to customer billing, finance, and service issues. These issues can be corrective in nature, or offer significant improvement in efficiency and/or accuracy. Provide research and analytical support of customer information to the business units in support of their departmental and corporate goals. Assure proper operations of all customer-related systems.

**Manager New Requests/Operational Compliance**, manage the analysis, design and development of all business requirements that involve the operation of the company's CSS system and for developing and managing Information Resources and Operational Compliance activities which support end to end CSS processes.

### **OPS/INDUSTRIAL COLLECTIONS**

**Manager, Ops/Industrial Collections**, oversees and directs the activities of business and financial analysts who are responsible for the support of the collections process. Responsible for collections strategy development support and implementation, including performance management, change management, system enhancements, and collections policies and procedures.

**Team Coordinator**, analyze collections operational performance and implement collection strategies and practices to manage accounts receivable.

### **LOW INCOME CUSTOMER ASSISTANCE NY**

**Manager Low Income Customer Assistance NY**, plans and manages a staff responsible for the implementation of the Company's low income program. The program includes an affordable payment agreement offer, energy education, and energy efficiency services. Responsible for low income energy issues management and regulatory relations.

**Senior Collection Service Associate**, performs and accepts incoming and outgoing-related calls, resolves disputes and negotiates payment terms in an assertive and professional fashion, provides financial direction for customer and/or makes appropriate referral, processes customer-related transactions, documents and communications and interfaces with third parties.

### **ADMIN & CONSUMER ADVOCACY**

**Coach/Supervisor Customer Service**, direct and develop employees support back office and administration functions associated with residential collection activities.

**Collection Service Associate** (this includes Senior and Chief Collection Service Associate), performs and accepts incoming and outgoing-related calls, resolves disputes and negotiates payment terms in an assertive and professional fashion, provides financial direction for customer and/or makes appropriate referral, processes customer-related transactions, documents and communications and interfaces with third parties.

**Consumer Advocate**, creates increased awareness of, and protects public health and safety related to the provision of electric and gas service. Assist low income and special needs customers to meet their energy needs through energy efficiency programs, outreach and education.

**Manager Administration and Consumer Advocacy**, manages collections back office activities including transaction with county social service agencies, collection agency administration, and collections call center support. Provides the policy, centralized strategy and general direction for activities provided by Consumer Advocates within the Niagara Mohawk service territory.

**CUSTOMER SATISFACTION AND STRATEGIC PLANNING AND SUPPORT  
(November 1, 2006)**

**Analyst** (this includes Senior and Principal Analyst), work with the director of the group in completion of annual survey work, analytical projects of cost and service enhancements. Implement not only previously identified integration opportunities but to identify and implement new opportunities as well.

**Manager Customer Satisfaction and Strategic Planning**, directs, plans and organizes the work activities of the E-business, Customer Communication & Change Management and Customer Relationship management functions in Customer Service; directs project management team's activities in support of Customer Service organization to insure timely and effective implementation of assigned initiatives. Performs projects assigned by SVPs of Customer Service as assigned.

**Principal Financial Analyst**, assist in the development and implementation of Customer Service projects or initiatives; responsibilities include the documentation of project and identification of any reporting requirements related to the projects assigned; in addition, take lead role in certain assigned projects; will also prepare various Customer Service monthly performance tracking measurements including any required by regulators.

**Project Manager**, lead in the development and implementation of Customer Service projects or initiatives. Responsibilities include the documentation of project and identification of any reporting requirements related to the projects assigned; will also prepare and direct the preparation of various Customer Service monthly performance tracking measurements including any required by regulators.

**CUSTOMER RELATIONSHIP MANAGEMENT**

**Analyst** (this includes Senior and Principal Analyst), respond to and analyze incoming PSC complaints at QRS and SRS level, attend regulatory hearings and meetings as required to resolve disputes. Supervise rostered employees in handling of inbound telephone and written complaints; perform reporting and documentation tasks as required.

**Collection Service Associate**, performs and accepts incoming and outgoing-related calls, resolves disputes and negotiates payment terms in an assertive and professional fashion, provides financial direction for customer and/or makes appropriate referral, processes customer-related transactions, documents and communications and interfaces with third parties.

**Customer Representative**, reviews and processes all types of incoming and outgoing data, communicates with customers or their representatives and explains and/or initiates applicable procedures relative to billing, collection, deposit and service policies in conformance with Company regulations, guides and practices and performs all required clerical functions in accordance with prescribed procedures within the department.

**Manager Customer Relationship Management**, interface with PSC regarding customer issues and identify policy issues to be addressed as needed; survey customers and conduct analysis to monitor overall customer satisfaction of company performance; perform root cause analysis and recommend corrective actions.

**COMMUNICATIONS AND CHANGE MANAGEMENT**

**Analyst** (this includes Senior and Principal Analyst), responsibilities include: customer communications and change related issues for both NY and NE Customer Service, improving performance of our Customer Service through quality monitoring, employee development (training), root cause analysis, process enhancements and effective communications.

**Manager Communications & Change Management**, lead employees whose responsibilities include: customer communications and change related issues for both NY and NE Customer Service, improving the performance of Customer Service through quality monitoring, employee development (training), root cause analysis, process enhancements and effective communications.

**Senior Training Representative**, provides new and ongoing training for Customer Service Representatives who are engaged in responding to customer needs and queries such as turning on/off service, explanation of bills/rates, and lack of service during storms, etc.

**SUPPLY CHAIN MANAGEMENT**  
**(November 1, 2006)**

**Analyst** (this includes Associate Analyst), performs analysis in support of completion of procurement or inventory management activities.

**Director Inventory Management**, directs, manages and plans the Electric and Gas Materials Management activities including physical inventory, shipping-delivery logistics, quality assurance, transactions processing, systems development and support, stock levels/reorder points and cataloging/standardization.

**Manager Warehouses**, directs and coordinates the inventory at the central warehouses and satellite locations including materials requirement planning, forecasting, order management/expediting. Directs and coordinates the loading and delivery activities including distribution resource planning.

**Superintendent**, direct and coordinates the inventory at a central warehouse or satellite location including materials requirement planning, forecasting, order management/expediting. Directs and coordinates the loading and delivery activities including distribution resource planning

**Supervisor**, responsible for the operation of the district warehouse facility and the delivery of crew orders to satellite and staging areas.



**REAL ESTATE MANAGEMENT AND PROPERTY TAX  
(November 1, 2006)**

**Principal Analyst**, responsible for the negotiation, administration and disposition of all company related facility leases; manage the negotiation and sale of all property related properties; development and administration of property database.

**REAL ESTATE RIGHTS**

**Designer**, under general supervision in the Engineering Department to develop complete designs for construction projects of all types, to prepare studies, reports, specifications and estimates; to direct and check the work of drafting technicians, designers and junior engineers, prepare or direct the preparation of general layout drawings for all types of construction projects, prepare studies, analyses and reports relating to new projects and the protection, operation and maintenance of existing projects, performing engineering calculations as required.

**Instrument Operator**, under direct supervision in the Engineering Department to perform the work of an instrument operator in a Survey Party making land and property surveys and surveys for construction projects of all types.

**Manager Real Estate Rights**, responsible for the Acquisition, Management and Disposition of real property rights and Land Surveying in NY; these activities support the electric transmission, distribution, substations and gas businesses.

**Real Estate Representative** (this includes Senior Real Estate Representative), maximize and protect the value of the Company's real estate. Acquire land and land rights associated with fee, easements, leases licenses and permits. Provide support in the siting of facilities and maintaining environmental compliance.

**Right of Way Agent**, under general supervision to secure land, rights of way and other rights necessary for the construction and maintenance of all types of overhead and underground lines and structures and to settle some small claims against the Company resulting from construction activities.

**Supervisor Real Estate Rights** (West, Central/Corporate and East), directs strategic deployment of negotiations with respect to real estate, both internally and externally, to maximize asset value. The Supervisor manages job acceptance, assignment, and execution within the Delegation of Authority and the approval processes.

**PROPERTY TAX**

**Analyst** (this includes Senior and Principal Analyst) performs analysis and evaluation of property tax issues. Prepares, verifies, and processes materials involving Company property tax assessments and the associated taxes. Negotiates assessment and valuation disputes with appropriate officials. Identifies, researches and applies for exemptions, refunds, corrected assessments and any other relevant means of reducing property tax.

**Director Property Tax**, develops and oversees the implementation of tactics and strategies to minimize the Company's property tax expense and administrative costs related to property tax. Originates and pursues property tax savings opportunities through informal assessment reviews, formal appeals and litigation, economic and functional obsolescence factors, and other methodologies.

**DISTRIBUTION RIGHTS NY**

**Manager Distribution Rights NY**, manages and directs the acquisition of legal rights by department agents for the placement, access and maintenance of all types of electric utility activities and facilities for the retail distribution company's. Responsible for the proper preparation of documents, recording of legal instruments and maintenance of records and associated filing system.

## **PROPERTY AND REAL ESTATE MANAGEMENT FACILITIES (November 1, 2006)**

### **FACILITIES OPERATIONS**

**Director Facilities Operations**, provide a safe and secure work environment for employees in our office buildings, service centers and crew facilities; manage, coordinate all maintenance, construction and repairs of the facilities and their equipment, including compliance with federal, state and local codes and statutes.

**Supervisor**, manages, plans, coordinates and directs construction and all operations, maintenance as well as repairs of regional facilities including all mechanical and electrical equipment, rolling stock, buildings, grounds, sidewalks and parking lots to ensure an operating condition which provides employees a safe and productive work environment within assigned facilities while maximizing value for the company.

**Supervisor Building Maintenance**, responsible for providing a safe and secure work environment for our employees in our office buildings, service centers and crew facilities and their associated grounds. Provide supervisory level oversight for divisional crew and office facilities including all janitorial, mechanical and electrical equipment, buildings, grounds, sidewalks and parking lots.

**Supervisor Facilities**, develop and monitor implementation of internal maintenance programs and selects related services, equipment and material.

### **OFFICE SERVICES**

**Chief Printing Specialist, NY Facilities Print Shop**, under general supervision to be responsible for all printing work including contacts with internal customers and outside vendors to ensure that work is completed in a timely, accurate and cost competitive manner.

**Manager Office Services**, manages Office Service functions including Food Service, Copier Program, Receptionist, Reproduction, Record Keeping, Shipping & Receiving, Courier Services and Records Management.

**Printing Specialist, NY Facilities Print Shop**, under general supervision performs press and copy work of the highest degree of complexity in a proficient and efficient manner. Work includes operating and maintaining a variety of press/copy and bindery equipment, and making minor machinery adjustments, when required.

**Supervisor, NY Facilities Mail Room**, supervises all mail, shipping operations of the system mail center, as well as oversees the regional mail operations throughout New York State service territory.

### **OPERATIONS FACILITY**

**Associate Analyst**, under general direction of the Director Facilities Operations or his/her designee, provides support to the Facilities Operations Department through the administration of various operations and engineering support tasks; provides analyses of support data to help facilitate management decision making.

**Manager Operations Facility**, provide a safe and secure work environment for employees in our office buildings, service centers and crew facilities; manage, coordinate all maintenance, construction and repairs of the facilities and their equipment, including compliance with federal, state and local codes and statutes.

**Superintendent Facilities**, responsible for providing a safe and secure work environment for our employees in our office buildings, service centers and crew facilities and their associated grounds. Provide superintendent-level oversight for the divisional crew and office facilities including janitorial, mechanical and electrical equipment, buildings, grounds sidewalks and parking lots.

**Supervisor Building Maintenance**, responsible for providing a safe and secure work environment for our employees in our office buildings, service centers and crew facilities and their associated grounds. Provide supervisory level oversight for divisional crew and office facilities including all janitorial, mechanical and electrical equipment, buildings, grounds, sidewalks and parking lots.

### **FACILITIES ASSET MANAGEMENT**

**Director Facilities Asset Management**, develops and implements asset management program for our facilities.

**SAFETY AND HEALTH, ENVIRONMENTAL, SECURITY**  
**(March 12, 2007)**

**Director Safety**, (Racine) responsible for the area safety and health planning and performance monitoring and initiation of necessary actions. Provides oversight and plans to maintain compliance with regulatory requirements and internal requirements. Provides for safety and health training programs development and delivery.

**VP Environmental**, (Kwasnik) responsible at National Grid USA for providing guidance to and oversight of the environmental compliance activities of the T&D operations and overall management of the Site Investigation and Remediation Program within National Grid USA.

**VP and Director Corporate Security**, (Henderson) responsible for all aspects of security for National Grid USA including management of contract security, threat management and serving as a liaison with state and federal law enforcement agencies.

**ENVIRONMENTAL**  
**(November 1, 2006)**

**NEW YORK COMPLIANCE**

**Analyst**, works with senior environmental staff on projects relating to training, hazardous waste, hazardous waste fees, part 364 permits, etc.

**Environmental Engineer** (this includes Senior, Principal and Consulting Environmental Engineer), provides environmental oversight to operations departments in the division; this includes managing hazardous and solid waste, Petroleum storage tanks, etc.

**Manager NY Compliance**, develops and advocates to internal and external constituents the company's position on all environmental regulatory issues. Performs environmental impact assessments and evaluations including the analysis and interpretation of environmental laws and regulations to determine the implication on company facilities providing guidance and support to all NE and NY departments on environmental requirements ensuring compliance issues are properly addressed.

**SITE INVESTIGATION & REMEDIATION**

**Director of SIRS**, directs all activities associated with the multi-year hazardous waste site investigation and remediation program including the management of all appropriate regulatory, governmental, and agency relationships associated with this effort and all project management activities associated with the integration of scientific assessment, engineering and design, construction management, and project controls to meet federal and state regulatory requirements and budget/schedule targets.

**Engineer** (this includes Lead Senior, Senior and Principal Environmental Engineer), provides project management of hazardous waste site assessment and remediation.

**ENVIRONMENTAL AFFAIRS**

**Lead Senior Engineer**, supports the environmental compliance activities of the regulated T&D companies and unregulated subsidiaries.

**Manager Environmental Affairs**, develops and advocates to internal and external constituents the company's position on all environmental regulatory issues. Performs environmental impact assessments and evaluations including the analysis and interpretation of environmental laws and regulations to determine the implication on company facilities providing guidance and support to all NE and NY departments on environmental requirements ensuring compliance issues are properly addressed.

**Senior Environmental Engineer**, supports the environmental compliance activities of the regulated T&D companies and unregulated subsidiaries.

**INFORMATION TECHNOLOGY**  
**(January 23, 2007)**

**Chief Information Officer**, (Lane) responsibility for establishing and directing the strategic long term goals, policies and procedures for the company's information technology organization; the CIO determines the organization's long-term systems needs and hardware acquisitions to accomplish the organization's business objectives.

**Chief Technology Officer**, responsible for setting the strategic computing and communications technology strategy for the Group.

**Director Distributed Computing**, research, design, implement, and support the following environments: file/print and general Intel-based application servers, desktop and laptop PC systems, protocol gateways providing connectivity to corporate mainframes, general client/server application environments, and general utility applications.

**Director Enterprise Program Office**, responsible for managing the Program Office for the global IS function - setting and maintaining project management methods, providing project governance expertise, co-ordinating timely resource allocation for all projects; this role will also manage small but globally focused IS communications, IS strategy, Acquisition COE and IS Quality teams.

**Director IT Applications Development**, responsible for the development of all major application systems (e.g., new Customer, GIS, CPAS, Computer-Aided Dispatch); is also responsible for the maintenance and enhancement of all IT supported systems.

**Director IT Infrastructure**, responsibilities include directing the design, development, deployment, enhancement and maintenance of mainframe, midrange and server based information systems, Wide Area (WAN) and Local Area (LAN) communications networks and Client Support services.

**Director IT Strategy and Planning**, responsible for the activities of the Architecture and Planning, Finance (Budgeting and Contracts Management), Cyber Security and Disaster Recovery functions within the It Department. Engage all functions of IT to plan for technology across all computing platforms (Mainframe, Midrange, Network and Desktop).

**Manager Project Management Office**, responsible for the overall direction of the project management office providing the following services: project management guidelines and standards, project life cycle methodologies and tools, departmental tools for work and resource management and centralized services for reporting.

## **INFORMATION TECHNOLOGY APPLICATION DEVELOPMENT (November 1, 2006)**

### **CUSTOMER APPLICATIONS**

**Application Developer**, responsible for the fundamental project planning, and analysis and design/technical translation of business requirements into programs.

**Computer Application Programmer**, under general direction to maintain technical skills and be knowledgeable in current computer technology, develop and document accurate programming logic from functional specifications or logic diagrams, test and maintain the most complex computer programs in accordance with current system standards and procedures.

**Director Customer Applications**, manage, directs, and controls activities related to automation opportunity identification, acquisition, development and implementation, from project approval through system optimization, including priorities and schedules. Directs the selection of the best technology to meet automation objectives and business needs.

**Manager Business Services**, responsible for the overall planning and delivery and administration of business service application systems, including the design, development, implementation, enhancement and and maintenance of these systems within the defined IT standards of the corporation.

### **DISTRIBUTION APPLICATIONS**

**Application Developer**, responsible for the fundamental project planning, and analysis and design/technical translation of business requirements into programs.

**Computer Application Programmer**, under general direction to maintain technical skills and be knowledgeable in current computer technology, develop and document accurate programming logic from functional specifications or logic diagrams, test and maintain the most complex computer programs in accordance with current system standards and procedures.

**Designer**, prepare studies, analyses and reports relating to new projects and the protection, operation and maintenance of existing projects, performing engineering calculations as required; make engineering calculations as required to check adequacy of design.

**Director Distribution Applications**, ensures that all resources are obtained, and budgets and schedules are effectively controlled. Leads the Resource Management process: assigns work to managers, staffs teams with personnel who possess appropriate skill sets and ensures adequate training is provided. Reviews availability and demand forecast. Anticipates resource needs and projected availability.

**Manager Asset Management**, responsible for the overall planning, delivery and administration of asset management application systems, including the design, development, implementation, enhancement and maintenance of these systems within the defined IT standards of the corporation.

**Manager Gas and Meter Data Applications**, manages and directs the application development and systems management efforts in support of the Operations, Engineering, and Gas Supply functional business units.

**Manager IT Field Force Automation Support**, responsible for the overall planning, delivery and administration of Field Force Application system, including the design, development, implementation, coordination and collaboration with the FFA vendor.

**Manager Outage Management Applications**, manages all aspects of a team of IT analysts focused on the Outage management portfolio of applications; this includes personnel management, application support and maintenance, software vendor relations, business owner relationships and the adherence to all aspects of the IT project management standards and guidelines.

**INFORMATION TECHNOLOGY INFRASTRUCTURE**  
**(November 1, 2006)**

**Director Data Center Services**, manages the design, budgeting, implementation, and on-going support for corporate mainframe and midrange platforms, IT system software portfolio, Data Center facilities, Enterprise Support Center services and processes, and Data Center operations.

**EDP Console Operator**, under general supervision to operate connected units of the computer from the computer console; to make prescribed operating connections, to maintain a computer log of operations for machine performance and production reports and to perform related functions.

**EDP Equipment Operator**, under direct supervision to operate various units of EDP auxiliary equipment such as card reader, printer and tape station from computer console; to verify accuracy and registration of printed forms, maintain computer log for machine performance and productions reports.

**IT Team Lead** , manages, directs, and coordinates the activities of multi-disciplinary staff (e.g., developers, technical analysts, DBA's, external consultants) responsible for the design, development, implementation and support of core business applications or technologies

**Info Technician/Comp Ops**, build schedule for Minimum Next Processing Day; monitor production runs and contact various parties if issues arise; change taps for CMS daily.

**Manager NEG IT**, responsible for all infrastructure at NEG plus the database function: data center operations, telecom, network, end user servers and pcs, security, account administration, and database support.

**BUSINESS DEVELOPMENT**  
**(November 1, 2006)**

**Principal Financial Analyst**, conducts financial and business analysis of existing businesses and other transactions or business opportunities which may from time-to-time come under consideration.

**SVP Business Development**, responsible for the identification, evaluation and, where appropriate, execution of new business opportunities for National Grid USA.

**VP Transmission Development**, responsible for the developing opportunities to expand National Grid Transco's business in North America, with a focus on transmission.



**MERGERS AND ACQUISITIONS**  
**(November 1, 2006)**

**Group Mergers and Acquisitions Director** (Cochrane), responsible for all mergers, acquisitions and divestitures/disposals across the Group.

**Vice President Special Projects Finance** (Partridge), responsible for strategic analysis, rate case work and other financial analysis projects.

**FINANCE - CFO**  
**(November 1, 2006)**

**Controller**, has overall responsibility for general, plant and revenue accounting activities within the Company, as well as for external reporting done by the Company and all accounting policies employed by the company.

**Director Budgeting and Planning**, responsible for budgeting, forecasting and planning activities across the US Distribution business.

**REVENUE ACCOUNTING**

**Accounting Analyst, Revenue Accounting** (this includes Senior and Principal Accounting Analyst), ensure accurate and timely billing. Implement procedural and accounting changes and revise as necessary.

**Manager Revenue Accounting**, responsible for managing the miscellaneous billing function and payment processing and control function; miscellaneous billing encompasses all non "electric use" billing, including transmission billing; payment processing and control manages the lockbox and/or payment processing activities as well as reconciling and verifying all electric use billing.

**Supervisor Payments and Controls**, responsible for providing reconciliations and balancing of the CSS billings: oversight of the payment processing group; and providing the monthly unbilled revenue calculation.

**FINANCE**  
**(December 11, 2006)**

**Director Global Management Information**, responsible for the development, implementation and support of a global set of financial data definitions and management reports in support of the new global operating model; in addition, responsible for maintaining and supporting US ERP business applications.

**Senior VP Finance**, responsible for creating consistent practices and processes across the business

**CLAIMS**

**Associate Analyst, Claims**, responsible for working with the database vendors and internal IT staff to design custom reports which will provide for enhanced drill down capabilities as well as interface with standard and company-specific databases; responsible for creating status and benchmarking reports for the Claims Manager, as well as the maintenance and control over the claims database system.

**Claims Assistant**, responsible for initiation of the claims procedure, the maintenance of active (open) files and the recording of the final disposition of the claim. Responsible for creating status and benchmarking reports for the Claims Manager, as well as the maintenance and control over the claims database system.

**Claims Representative**, investigates, analyzes and disposes of claims involving damage to customer property or personal injury by using established procedures and problem solving skills.

**Manager Claims**, responsible for development, implementation, and management of a centralized department for handling both first and third party claims; responsible for quarterly reports to management containing case information and reserves; has oversight responsibility for the management of claims litigation.

## **HUMAN RESOURCES (November 14, 2006)**

**Director Inclusion and Diversity**, accountable for the ongoing project-management and execution of the overall Inclusion and Diversity Plan as agreed to by the Inclusion and Diversity Steering Group USA, and the National Grid Group Inclusion and Diversity Steering Committee; also responsible for overseeing the preparation and submission of all regulatory reports required by the Department of Labor and affirmative action guidelines.

**Director Labor NY**, supervises activities related to the negotiation, interpretation and administration of collective bargaining agreements. Administers dispute resolution procedures and certain HR policies and procedures associated with union employees.

**Director Training**, responsible for the development and implementation of effective training programs for electric, gas and meter operations – both technical and non-technical where appropriate. Responsible for providing leadership for short and long term technical employee development strategies.

**Human Resources Consultant** (this includes Senior HR Consultant), actively participates and collaborates with senior management of the business group represented to develop human resources strategies and business plans designed to support the business group's needs and objectives. Assesses HR implications of various business strategies.

**Manager Labor Relations NY**, responsible for partnering with assigned business organizations to coordinate the administration of the collective bargaining agreement and administer the dispute resolution procedures, job performance management systems and those HR policies and procedures affecting represented employees. Interacts with internal and external clients representing Company interests in matters involving represented employees.

**Senior Human Resources Assistant**, resolve or refer inquiries appropriately and follow up on action taken. Carries out administrative duties related to functions such as employment, employee records, HRIS, benefits, labor relations and payroll.

**VP Human Resources Operations**, has primary responsibility for all human resources operations. This includes total compensation administration, employee relations, HR information systems, record keeping and related operations, and payroll functions. Has executive responsibility for union contract negotiation and interpretation. Has administrative and record keeping responsibility for annual and long-term incentive plans.

**VP & Director Human Resources Services**, consults and collaborates with management of the organization to develop human resources strategies and business plans to meet their needs and objectives. Has overall responsibility for recruiting, employment, workforce planning, labor relations, organizational development and diversity activities.

**VP University Relations**, responsible for creating a greater visibility and more effective work relationship for the company with colleges and universities in the areas of recruiting, internships, research, training, community involvement and governance.

### **TECHNICAL TRAINING**

**Manager Electric Training**, responsible for overhead, underground, substation and other electric disciplines training needs. Interfaces with groups in various disciplines supported and develops training to meet both their technical and other progression training needs.

**Manager Gas & Meter Training**, responsible for Gas, Meter and Distribution Design/Planning training. NY Fire School in Oswego, NY reports into this position. Interfaces with groups in the various disciplines supported and develops training to meet both their technical and other progression training needs.

**Manager Professional Development RI Gas**, administer and maintain division-wide field operations training plan (operator qualification/field technical/apprentice); manage HR Training Department. budget development and oversight.

**HUMAN RESOURCES**  
**(November 1, 2006)**

**TECHNICAL TRAINING - CONTINUED**

**Senior Training Representative, Gas & Meter Training**, analyzes, researches, designs, develops and conducts advanced training programs to provide employees with knowledge and skills necessary to perform their jobs in a safe, cost efficient manner.

**Senior Training Representative, Professional Development RI Gas**, assist in the administration of division wide field operations and operator qualification training plan, which includes scheduling, delivering, training and recordkeeping; assist in supervising field operations providers (internal and external).

**Training Representative, Electric Training** (this includes Senior Training Representative), analyzes, researches, designs, develops and conducts advanced training programs to provide employees with knowledge and skills necessary to perform their jobs in a safe, cost efficient manner.

**LEGAL**  
**(April 10, 2007)**

**Acting General Counsel NIMO**, (Hoaglund) chief legal counsel managing legal affairs affecting **Niagara Mohawk** in New York.

**Corporate lawyers**, responsible for providing legal advice and representation to all affiliates of National Grid USA on a broad range of legal issues in the corporate and commercial areas including but not limited to, negotiating and drafting legal agreements, contracts, and memoranda; handling the legal aspects of a full range of corporate and commercial transactions; corporate record keeping; employment and benefit law; merger and acquisitions; securities law; financings; and managing outside counsel in these areas.

**Deputy General Counsel**, (Hale) head of **corporate** and commercial practice group of lawyers and staff.

**Deputy General Counsel**, (Robinson) responsible for state **regulatory** affairs.

**Deputy General Counsel**, (Sherman) responsible for commercial **litigation**, environmental law, personal injury and property damage claims and compliance.

**Deputy General Counsel, Transmission Federal Affairs**, (Flynn) responsible for federal regulatory affairs and legal support for **Transmission** organization.

**General Counsel Property**, (Rabinowitz) responsible for **property** and real estate matters and transactions.

**Litigation lawyers**, provide legal advice and representation to all affiliates of National Grid USA on a broad range of legal issues associated with dispute resolution and compliance, responsibilities include commercial litigation, environmental law, personal injury and property damage claims and compliance.

**Niagara Mohawk Power Company lawyers**, provide legal advice and representation to all affiliates of Niagara Mohawk Power Company on a broad range of legal issues associated with the National Grid USA's regulated and unregulated businesses in upstate New York.

**Property lawyers**, provide legal advice and representation to all affiliates of National Grid USA on a broad range of legal issues associated with the use, management, acquisition and disposition of real estate, and interests in real estate including collaborating with and managing outside counsel; negotiating the resolution of legal disputes involving property rights; drafting legal memoranda, contracts and agreements; and handling environmental and other legal issues related to corporate real estate transactions.

**Regulatory lawyers**, responsible for providing legal advice and representation to all affiliates of National Grid USA on a broad range of legal issues arising out of the companies' interaction with state regulatory authorities.

**Senior VP Regulatory Affairs and Energy Supply**, responsible for providing strategic direction and oversight of electric and gas pricing, energy supply, financial regulatory matters and tariff-related financial analysis.

**Transmission and Federal Affairs lawyers**, provide legal advice and representation to all affiliates of National Grid USA on a broad range of legal issues with a focus on regulatory affairs associated with the electric transmission business.

**LEGAL AND EXTERNAL RELATIONS**  
**(November 1, 2006)**

**VP and Director Corporate Communications**, (Powers) serve as chief spokesperson for corporate matters in the US. Develop strategic communications plan and budget to include media relations, employee communications, customer communications, corporate advertising, community relations, and marketing communications.

**CORPORATE COMMUNICATIONS**

**Graphic Artist, Marketing Communications**, under general supervision to conceive and create a wide variety of art and printed materials; design printed materials and prepare such materials for printing; create and produce a variety of art work using various production methods and equipment.

**Manager Marketing Communications**, plan and execute the company's program for communicating with customers. Advise senior managers on the best marketing tools to achieve specific business objectives. Direct the creation and production of bill inserts, literature and advertising.

**Manager Public Relations**, manage the development of key messages on a variety of issues and ensure consistent delivery of those of messages to appropriate internal and external audiences. Provide media training to appropriate company executives and operations managers.

**Photographer, Marketing Communications**, under general supervision to do photographic work in the field or studio; operate dark room equipment, develop film, make prints, enlargements, slides, etc; mix chemicals and prepare stock solutions, maintain file and index of negatives.

**Principal Communications Representative, Public Relations**, assists in the planning, research, writing, proofreading and project coordination of customer newsletters, bill inserts, brochures, envelope and bill messages, customer letters and voice scripts, advertising and web-based communications.

**NEW YORK REGULATORY AFFAIRS  
(November 28, 2006)**

**PRICING AND REGULATORY PROCEEDINGS**

**Senior Analyst**, under the general direction of the Manager or Supervisor, Electric Pricing, or Supervisor, Tariff and Regulatory Administration lead a broad range of analyses and support related to the development and implementation of new pricing services, the development and support of regulatory strategy, and the administration and implementation of existing electric tariffs.

**VP Regulatory Proceedings**, responsible for retail pricing activities in support of the New York Distribution business; oversee selected regulatory proceedings related to supply, pricing and market structure issues.

**GAS PRICING**

**Analyst** (this includes Senior and Principal Analyst), accountable for establishing and maintaining Company policies and developing innovative rates and services necessary to meet the needs of our customers and the Company. Performs, coordinates, and supervises other analysts in work related to rate design, gas revenue allocation, cost of service studies, revenue reporting, revenue forecasting, actual and forecasted gross margin by class, setting of market based rates, and calculation of fuel related billing adjustments.

**Manager Gas Pricing**, directs a wide range of cost of service, revenue allocation, rate design and competitive assessment activities in support of the company's pricing programs. Monitors and evaluates the evolving, competitive market of the natural gas supply and delivery industry through; regular interaction with other utility and related industry professionals, large and commercial and industrial customers and state and federal regulators.

**ELECTRIC PRICING**

**Analyst** (this includes Senior and Principal Analyst), under the general direction of the Manager or Supervisor, Electric Pricing, or Supervisor, Tariff and Regulatory Administration lead a broad range of analyses and support related to the development and implementation of new pricing services, the development and support of regulatory strategy, and the administration and implementation of existing electric tariffs.

**Manager Electric Pricing**, directs, plans and organizes the evaluation, development and administration of electric pricing policies to serve the retail customers of Distribution – NY to achieve corporate objectives for sales profitability and customer value. Develops and manages overall pricing programs for all retail electric customers. Monitors and evaluates evolving competitive rate and marketing challenges resulting from industry restructuring and other changes in market conditions.

**REGULATORY PROJECTS**

**Senior Financial Analyst**, participate in identified regulatory projects, including preparation of regulatory filings, and provide support for regulatory negotiation, litigation and any other proceedings.

**Manager Regulatory Projects**, liaison between the Company and in-house DPS Auditors for requests that are of a financial nature. Provide Company personnel with advice/guidance in responding to regulatory requests; assists in developing regulatory strategies; performs financial analysis to support regulatory efforts.