

Guide for Success at NPL

You've seen the triangle:



Our formula for success is straightforward: Safety + Quality + Productivity = Success. And if you stay strong in each of those areas, you'll succeed too. But to “stay” strong you need first to “be” strong, and a key purpose of this guide is to offer a few tips on getting there.

But first, a quick word on what we mean by employee “success”: It's not limited to a “climb the ladder” idea – *although, upwards success is certainly accessible at NPL (see attached from www.GoNPL.com).* Rather, the word covers also such ideas as:

- pride in a job well done
- satisfaction in making key contributions to a team or customer
- sense of purpose
- recognition by peers

Set Your Mind to Success

Tip # 1 is to start with a mindset for success – it can't be attained otherwise. That's because, while success is doable for any project or job you take on at NPL, you'll need self-discipline, motivation, drive and focus. Consistent and sustained. Not in spurts. Getting the job done, safely and with quality and on-time and within budget requires a “git 'r dun” mindset. Without it, success is virtually impossible.

Learn and Practice a Culture of Personal Responsibility

Tip # 2 - Learn all you can about NPL, its culture, policies and procedures and, for those of you in the field, the customer's construction standards and all other applicable rules, regulations and practices. If you haven't ready access to such material (or, if you have access but something is unclear and needs explaining), just ask. Your supervisor won't mind getting you info (in fact, it's his job). And he'll note your eagerness to learn – it's to your benefit that your supervisor see you that way.

Here are the basics on NPL's culture – built on our Core Values, Leadership Principles, and Code of Business Conduct and Ethics, it's all about a *Culture of Personal Responsibility*. The first three items are readily available. Look at them, if you haven't done so recently. Know them. Abide by them. Put them

into practice. And if you haven't looked at your Pocket Safety Guide recently, please do so. For a reminder copy of any of the foregoing, please contact your supervisor or Director of Employee Relations.

Tip #3 – You must also know what's meant by, "Culture of Personal Responsibility." But to describe it, we must first speak to what NPL wants to become and then point out how we'll get there. NPL seeks to be – and will be – a "great" company.

"Don't let 'good enough' be good enough"

Bill Parcells – NFL coach

"Hold on," you may be thinking, "NPL is already a 'great' place to work." We agree. We seek, however, the sort of excellence outlined in "Good To Great," a highly acclaimed book by Jim Collins, a researcher of enduring, highly successful companies. When measured against what we've seen in the book, NPL is "good" but not yet great. We're an industry leader. But we want more, agreeing with the wisdom of Bill Parcells of the NFL, who tells players, "Don't let 'good enough,' be good enough."

So, we're driving towards greatness. And when looking at our strengths, we recognize NPL possesses (and has for many years) strong ingredients of a Culture of Personal Responsibility, the sort of which will drive all of us – you and your coworkers, as well as NPL – to become great.

To reiterate, we start strong with our Core Values, Leadership Principles and Code of Business Conduct. But none of that works without strong, talented people. That's where you come into the game. We need people with *skills, discipline, courage, authority and responsibility to:*

Make It Safe

Do It Right

Be Highly Productive

Notice how this fits our formula, Safety + Quality + Productivity = Success.

S – Make it safe

Q – Do it right

P – Be highly productive

NPL's job is to provide such tools, processes, training and environment as will enable each employee to understand, be able to and commit to displaying the above-noted skills, discipline and courage.

About our environment: Safety and Quality are non-negotiable. *NPL doesn't compromise on Safety and Quality, and you're thus authorized and responsible – no matter your position – to speak up and not perform any task that would violate any policy, procedure or standard (ours or the customer's), or any rule or regulation.*

Courage To Be A "Winner"

Tip # 4 – Be like a Nike athlete and "Just Do It." As well-armed as our employees are with training, equipment and tools, NPL does very well when they perform as trained and empowered. As we strive to do even better, they'll be stretched and called to *excellence* as the standard. A great many are up to the task; NPL seeks to swell their ranks.

For us to do this as a team, we need a collective mindset – a "winning" attitude with *courage*. "Stuff" happens. Deadlines are shortened. Short-cuts are tempting. Tensions will brew. Teammates will get irritable. And so, on top of courage, there's . . .

Tip #5 – Stay cool. You're at a disadvantage if you can't keep emotions in check. Problem-solving necessitates a clear head. The "thinking" portion of our brain shuts down when emotions get the better of us. When you first feel the "beast within" wanting to emerge, take a deep breath. Step back. Count to 10. Regain perspective. If this is an area in which you struggle, contact Employee Services for a referral to a professional. There's no shame in doing so. Plus, confidentiality will apply to the referral.

Be a Life-Long Learner

Tip #6 – Take advantage of all training opportunities. NPL is good, but possibly not yet great, at training. So we're learning and doing more. See the attached showing what's in place, and what's in store for our Field Ops. When interested in any particular training, speak up and let your supervisor know. Whether you're chosen may depend on factors over which neither you nor your supervisor has control (including where you're in line compared to others), but your supervisor will note your eagerness. That's good.

Tip # 7 – Listen and observe, especially those who are themselves strong in Safety, Quality and Productivity.

Tip #8 – Get a coach. Find someone who's succeeded and is willing to spend time advising you (maybe someone you've found for Tip #7). Be flexible enough to hear – *and put into action* – what he says.

Actively Engage in the Daily Huddle

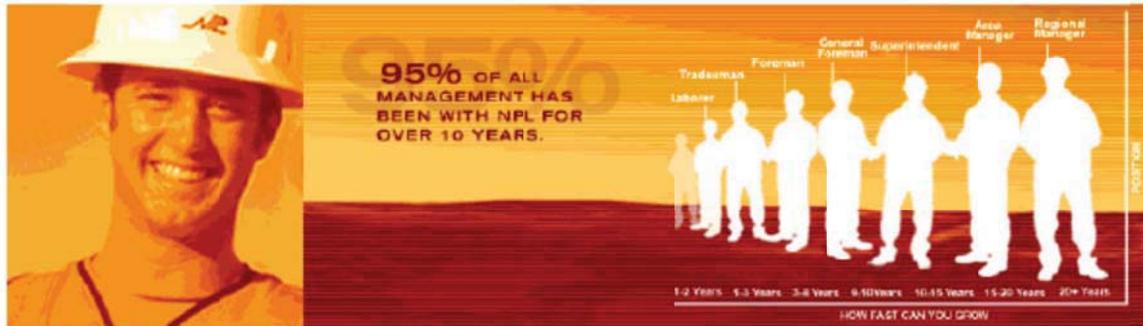
Tip # 9 – Take an active role in the *Daily Huddle*. You may be thinking, "That's the Foreman's job." Okay. But you need to be an *active listener* – making sure you truly know what's in store for the day. And if something isn't clear, just ask. We stay safe and productive when everyone knows his role. When in doubt, ask and double check to be sure.

Relationships Drive Our Business

Tip #10 – When wondering who's responsible for marketing at NPL, look in the mirror. Each of us, in some way, touches the customer. And we get evaluated not only on how well we do in getting the job done safely, on-time and with quality, but also on whether we're professional yet courteous – especially

with the public, given that most of our customers are public utilities. So, a great deal of our success is built on strong relations – with our customers and the public, with our suppliers, and with our co-workers (strong relations drive teamwork, and teamwork is critical for safety, quality and productivity).

NPL trusts you'll put these ideas into practice in forging your future.



ONLINE APPLICATION

YOUR PATH TO A GREAT FUTURE

Work safe. Work smart. And be willing to learn. That's the path to a solid future at NPL. Grow at your own pace. We'll assist as much as we reasonably can.

We're proud of the fact that over 95% of our Superintendents and above started as laborers and grew through the ranks. They understand and appreciate the efforts of our workforce – they've been there.



Role	Knowledge Areas	Skills Needed	Learning Opportunities	Notes
Entry: <ul style="list-style-type: none"> • Laborer • Warehouse • Driver • Runner • Helper • CSR 	Safety Quality ¹	Basic construction safety: <ul style="list-style-type: none"> • Red Zone • Safe driving • Confined space • Hand and power tools • Emergency Response OQ as required Personal Responsibility Rigging Problem Solving	Current: <ul style="list-style-type: none"> • Orientation • OQ as required • Daily HUDDLE • On Boarding • OSHA 10 Add: <ul style="list-style-type: none"> • 90-day “refresh” • Add S&Q roles to job descriptions/train on same • Mentor Program 	Basic knowledge Work safe Contribute to the crew
Skilled Trades: <ul style="list-style-type: none"> • Welder • Plumber • Operator • Fuser • CDL Driver 	Safety Quality Technical	Specific for trade Competent Person OQ as required Specific experience CDL Problem Solving	Current: <ul style="list-style-type: none"> • Learn-to-Earn • OQ as required • Smith Driver Awareness • Daily HUDDLE Add: <ul style="list-style-type: none"> • COPR/communication • More Learn-to-Earn • Add S&Q roles to job description/train on same 	Technical expert
Foremen	Safety Quality Management Leadership	Managing a project Production Basic project finance Planning Materials management Paperwork Leading others Motivating Coaching - Development Communication Problem Solving	Current: <ul style="list-style-type: none"> • Foremen’s Leadership Program • Supervisors’ Guide • Competent Person • Smith Driver Awareness • OSHA 30 • Foremen in Training (FIT) Add: <ul style="list-style-type: none"> • FLP II • Foremen’s Roundtable (by Area Managers) 	Ability to understand and manage the project as a whole – all trades and skills – and manage problems. Needs ability to lead the crew and represent NPLs Leadership Principles
General Foremen, Superintendents, General Superintendents	Safety Quality Management Leadership	Problem solving Leading other leaders Coordination Leading multiple crews Communication	Current: <ul style="list-style-type: none"> • Leadership Institute (LI) • Smith Driver Awareness • OSHA 30 • Superintendent’s Roundtable • Independent Learning Add: <ul style="list-style-type: none"> • LI II [COPR/comm focus] • Follow-up to FMI Seminar • Something for non-LI participants (or, expand LI for all GFs/Sups) • COPR/comm Roundtable 	Ability to manage other Foremen, problem solve, and support field operations
Area Managers & Regional Managers: CLC	Safety Quality Management Leadership Strategy	Customer Relationships Business Development Negotiations Strategy P&L Problem Solving	Current: <ul style="list-style-type: none"> • LI Sponsor • 360 surveys Add: <ul style="list-style-type: none"> • LI II Sponsor • AM Program² 	Ability to pursue project opportunities and manage P&L responsibilities

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¹ S&Q roles expand at each career step – so that a Foreman’s S&Q skill set exceeds a Tradesman’s, and his exceeds the Laborer’s. For details, see “Proposed Additions/Clarifications to the T2R Strategy”

² Overview of FLP/LI; COPR/comm; Seat at Table