



## **Professional Development Plan**

2015/2016

## About ZGlobal Inc., Power Engineering & Energy Solutions

ZGlobal is a recognized industry leader in the wholesale energy sector; in the ever changing energy environment, we provide a unique perspective by utilizing our in-house team of proven experts whose backgrounds range from directing regulatory policy to managing renewable and conventional resource operations. ZGlobal’s professionals have a broad range of experience which include; hands-on practical experience and application in real-world energy operations. Our experience spans from engineering, market analytics, market & grid operations, strategic development, portfolio & risk analysis to full operations of any generating asset. As a whole, the ZGlobal team provides a wealth of knowledge, expertise, and practical industry experience.

## Our Vision

*“To create a work-life balance through developing a streamlined and innovative workplace to maintain our reputation for being industry leaders.”*

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## About the Professional Development Plan

ZGlobal, Inc. encourages personal and professional development. We understand even the most casual trips require a map and destination. This Professional Development Plan (PDP) will provide the tools necessary to help build employee-specific plans to identify and develop the competencies needed to advance in their career with ZGlobal.

We continue to hire skilled leaders and eager employees, who are entrusted with carrying out the program and meeting their professional and individual goals.

Our goal is to create a workplace where employees take equal responsibility for their professional development and improve the skills of all ZGlobal employees.

## How it Works

In order to measure an individual's success, ZGlobal has created a Performance Incentive Plan (PIP) customized to each employee assist employees to achieve their goals, reach milestones and mutually understand career and business objectives.

Note: Each employee will receive the following:

- Performance Incentive Plan (PIP) – A customized plan developed for each individual employee.
- Goal Setting Form – Forms to be completed by employee and management as outlined within form.

## About the Performance Incentive Plan

The Performance Incentive Plan (PIP) helps define the primary success indicators for an individual's future growth. PIP's are designed to provide employees with a predetermined measurement that reflects the critical success factors of the organization and their personal growth. PIP's differ by business unit and individual employee. The PIP's provide an overview of the important milestones that employees need to perform in order to meet their plan goals. As such, we have provided details with regards to classifications and business units herein.

## Performance Incentive Measures

ZGlobal has identified three performance measures below; these areas measure whether an individual has broad skills needed to succeed in a variety of positions.

Successful performance requires competence in each of the three areas: Technical Credibility, Job Skills and Personal Work Ethic. These three areas determine how employees are evaluated as they relate to their current job function within their PIP milestones.

### TECHNICAL CREDIBILITY

Understands and appropriately applies principals, procedures, requirements, regulations, and policies related to specialized expertise. (Client/Manager feedback)

- Proven Capability
- Performance Measure
- Specialized Training/Education
- Professional Accomplishments
- Overall Industry Knowledge

### JOB SKILLS

Maintains the overall skill set necessary to successfully perform ones job duties. Demonstrates the desire to continue to grow professionally. (Job Specific milestones, see PIP)

- Problem Solving Skills
- Strategic Thinking
- Oral & Written Communication
- Organizational Skills
- Overall milestones met (see PIP)

### PERSONAL WORK ETHIC

Treats others with courtesy and respect. Maintains a well rounded, positive attitude while demonstrating a strong work ethic and level of responsibility and reliability.

- Interpersonal Relationships
- Accountability
- Reliability
- Honesty & Integrity
- Team Player

## Success Factors

Individual development planning via the PIP is all about creating current and long-term goals. We want employees to help employee develop action steps towards accomplishing their goals. Outlined below is a general development plan. This plan outlines the steps to get there! The performance measures are evaluated on an annual basis. Incentives are not guaranteed and typically range from 0-7% of annual salary per evaluation year. Please refer to Performance Incentive Plan (PIP) related to your business unit and job classification for further details.

## Business and Technical Areas for Success:

Our goal is to give our employees a greater and broader understanding of our core capabilities, business strategies and approach to making business and career decisions.



## Defining Technical Value:

The three technical areas listed below are instrumental in the individual growth within ZGlobal and are considered our three core technical values.

### POWER ENGINEERING:

The discipline of engineering is extremely broad, for ZGlobal our specific emphasis relates to energy, technology and using certain applications to translate a finished work product. Because our focus is across load flow and stability analysis, interconnections studies, risk assessments and independent engineering, we believe to be successful in the Technical Engineering within ZGlobal you will need to have a very broad range of proven energy engineering skills and knowledge from the physics, math, and current energy market operations. This requires the ability to run studies and write reports based on results to help our clients navigate through the long and short term planning of a new project, evaluate existing assets and explore the repowering of terminated assets. Must be able to model and perform the following:

- Transmission Line (500 kV to 12 kV)
- Transformers
- Voltage Regulators, Capacitors, line reactors series and compensation systems.
- Protection (Line, Transformers etc.)
- Power flow Analysis
- Reliability
- Deliverability
- Short Circuit
- Dynamic Analysis
- Path rating studies
- WECC Studies

### **MARKET ANALYTICS:**

Market Analytics is an essential part of our business; our clients rely heavily on using economics at each stage of an asset's life cycle, from developing market strategies and assessing value of assets via cost modeling to managing a resultant portfolio of assets. We believe it is essential for our employees to have a thorough understanding of market analytics with emphasis on supply and use of energy in several markets. Employees should be able to model generation production throughout the year, load growth, outages, generation characteristics such as, start-up line, minimize load, minimize up and down line, heat rates.

- **Production cost modeling:**

Ability to perform calculations for future years on generation revenues, ancillary service cost and consumer benefit.

- **Transmission benefit analysis:**

Ability to perform multi-year cost benefits analysis of a proposed transmission project, write a comprehensive report with the methodology and provide recommendations.

- **Quantify the reliability and economic risk analysis:**

Ability to perform probabilistic analysis for generating assets and quantify possible financial impacts. Identify LMP price fluctuations, renewable penetration and public policy impacts.

### **MARKET & GRID OPERATIONS:**

The daily operation of the grid and the market operations are an essential part of what we do, understanding the how the markets are run and why it's essential in our business.

*Key areas of focus:*

- **Scheduling:**

Understand the CAISO/bilateral scheduling of resources into CAISO markets.

- **CAISO Market/Settlements:**

Understanding of the CAISO Day Ahead, Hour Ahead and Real Time market and how LMP's are calculated, understanding of how congestion and marginal losses are computed, and how energy and ancillary services are co-optimized.

- a. Congestion Revenue Market
- b. Imbalance Market
- c. CAISO Settlements

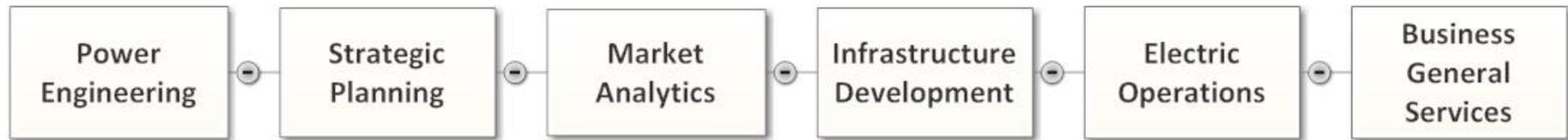
- **Transmission:**

- a. ETC
- b. Tagging
- c. Wheeling cost
- d. Outages, Derate.

- **Compliance:**

- e. NERC and WECC Reliability Standards.

## Business Unit Overview



## Employee Position Classifications

We believe the development of our employees is essential to our growth. We are committed to the promote-from-within philosophy. We enable employees to take control of their careers, which helps develop talent for the future. Below best describes our general classifications and roles within the business.

### Position Classifications

ASSOCIATE	STAFF ASSOCIATE	SENIOR	LEAD	MANAGER	DIRECTOR/EXEC. DIRECTOR	VICE PRESIDENT/EXEC VP.
Responsible for performing routine tasks and duties assigned by management, works under general supervision. Attends training and is guided by management to ensure development.	Responsible for performing routine tasks and duties assigned by management, works under general supervision. Attends training and ensures a timely work product.	Responsible for providing a professional work product on your own and able assist associates for the success of the business.	Responsible for leading a group or shift, prepares guidelines, training, manages workflow and general direction to employees within division.	Responsible for managing a single shift, employees, trains, leads and provides direction for workload and approach and man power estimation.	Responsible for directing a business unit and its divisions. Manages budget, employees and oversees the Q&A of work product and ensures business goals are reached and has core technical or business knowledge.	Responsible for achieving business goals, increase revenue, problem solving, resource loading, business & client retention. Manage employees, management and has core technical and business knowledge.
Years of Experience: 0-3	Years of Experience: 3-5	Years of Experience: 5-8	Years of Experience: 8-15	Years of Experience: 15+	Years of Experience: 15+	Years of Experience: 15+

\* Classifications are customized per business unit.

## Frequently Asked Questions

1. Q: Are my incentives guaranteed?

A: No, incentive increases or payments are based on performance and at the discretion of the supervisor.

2. Q: Who will perform my evaluations?

A: The designated Manager, Director or VP of your business unit will perform the individual evaluations.

3. Q: When are evaluations performed?

A: Evaluations are performed one calendar year from your date of hire or a year from the initial evaluation. A semi annual review will be held to track progress.

4. Q: Is it possible for me to transfer to another business unit?

A: Yes, this is on an as-needed basis and at the discretion of executive management.

5. Q: What if I disagree with my evaluation?

A: We will consider a second evaluation in the event a discrepancy occurs in an individual performance evaluation.

6. Q: Will I be provided training or guidance in my role?

A: Each employee will start the development plan by setting individual goals via the PIP and working with their management to create an action plan to set and reach goals. We will make every effort to provide guidance and training.

7. Q: When and how we receive an increase based on our performance?

A: Employees will receive increases based on their plan performance. Changes in paycheck should occur the closest month to completion of assessment. In some cases retro payment may occur.

## Attachments

- Performance Incentive Plan (Per Individual)
- Individual Goal Setting Form
- Development Progress Assessment\* (semi-annually)
- Annual Development Assessment\*

*\*Not provided in this package.*