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October 29, 2014

Via Hand Delivery and Email

Ms. Beth Krogel Roads
General Counsel
Indiana Utility Regulatory Commission
101 W. Washington Street, Suite 1500 E.
Indianapolis, Indiana 46204
bkroads@urc.in.gov

Re: Responses to Commission questions regarding IPL's October 3, 2014 Root Cause Analysis for 26 S. Meridian Street Network Event on August 13, 2014

Dear Ms. Krogel Roads:

Indianapolis Power & Light Company ("IPL") is providing responses to the IURC's questions concerning IPL's Root Cause Analysis Report ("RCA"). The RCA discussed the event that occurred at 26 S. Meridian Street on August 13, 2014 in IPL's downtown network.

IPL's downtown network is supported by an organization of 72 people within the Transmission and Distribution ("T&D" or "Power Delivery") organization. The network is comprised of 42 bargaining unit members, 17 exempt individual contributors, and 13 leaders. Of the 72 employees supporting the downtown network, 21 are focused full time on the network. The downtown network organization is part of the larger Customer Operations group under my leadership for the AES U.S. Strategic Business Unit ("US SBU"). I have responsibility for both IPL and Dayton Power and Light Company ("DP&L") T&D and customer service functions which includes the downtown networks, engineering, lines field operations, substation field operations, vegetation management, customer service, safety, asset management, metering, the control centers, and Supply Chain.

The Commission's questions that are the subject of this letter are related to IPL's succession plans in the downtown network and responses are attached. As shown in the responses, in 2012, IPL Power Delivery conducted a succession planning exercise with a focus on understanding workforce demographics, trends, and the needs of the business. The goal was to develop multifaceted succession plans including emergency replacement plans, institutional knowledge building practices, and permanent succession strategies.

To supplement this planning process, Power Delivery engaged a consultant, UMS Group, to analyze our workforce data and future needs. The IPL Power Delivery succession plan

is provided as part of the responses to the Commission's questions, with certain proprietary data from UMS as well as sensitive IPL personnel information redacted.

Since the completion of the plan, IPL has undertaken many actions to address the needs of the business that fit within the following categories:

- Hiring/staffing
- Job rotations
- On-the-job training
- External formal training
- System/technology enhancements
- Coaching and mentoring of young professionals

IPL has also worked to strengthen the rigor of the Power Delivery asset management business framework. Power Delivery's Asset Management Group has responsibility for maintenance, inspection, and capital investment, which includes asset replacement programs for the downtown network system. The asset management process is a more systematic approach that uses performance indicators calculated on a monthly basis and reviewed to monitor the progress and performance of the T&D infrastructure, including the downtown network system. We are confident this enhanced asset management process provides benefits to IPL and its customers ensuring continued high reliability provided in an efficient and effective manner.

Another significant development is the recent creation of the US SBU and the reorganization of IPL. Power Delivery is now integrated with DP&L as part of the new Customer Operations organization. This larger organization provides additional people resources and increased opportunities to share best practices and knowledge. This is particularly helpful because DP&L also operates a downtown network system, that while smaller, has a similar design and equipment as the IPL network. I should also note that IPL is currently part of a US SBU-wide talent and succession planning exercise, which will be finalized during the second quarter of 2015.

Please let me know if you have any additional questions prior to the public meeting scheduled for Monday, November 3, 2014.

Respectfully submitted,

Barry J. Bentley
Senior Vice President, Customer Operations
Indianapolis Power & Light Company

Cc via email: Mr. Robert Veneck, Indiana Utility Regulatory Commission
Mr. Brad Borum, Indiana Utility Regulatory Commission
O'Neill Management Consulting

INDIANAPOLIS POWER & LIGHT COMPANY
MORRIS STREET SERVICE CENTER | 1230 W. Morris St. | Indianapolis, IN 46221-1744 | IPLpower.com

IURC DATA REQUEST
October 29, 2014

1. **Your October 2, 2014 response indicated: "In 2012 IPL performed a study to look at succession planning for key technical experts, leadership positions, and field resources." Please provide a copy of that study.**

   IPL RESPONSE:

   IPL Power Delivery conducted a staffing study in 2012 to analyze its specific workforce and future needs to help support the succession plan process. The IPL report, which includes additional information and analysis supplied by an outside consultant, the UMS Group, is included with this response. Some of the information in the study is confidential and proprietary to UMS or includes sensitive personnel information and is redacted in the report.

2. **Your October 2, 2014 response indicated: "the Team Leader of Major Underground Projects Engineering retired at the end of September 2014." How much notice was provided to IPL of the retirement? Has IPL filled the position? How long did/will it take to fill the position? Are any other retirements announced or likely of key network personnel, including operations, maintenance, and engineering? If so, what steps are being taken to secure a replacement and ensure adequate training prior to assuming the position to ensure the necessary depth of expertise? What process does IPL utilize to train new employees for these key leadership positions? In particular, what training process will the new Team Leader of Major Underground Projects Engineering participate in to acquire the necessary knowledge of the IPL system and processes?**

   a) How much notice was provided to IPL of the retirement?

   IPL RESPONSE:

   The Team Leader of Major Underground Project Engineering sent a notification on July 15, 2014 indicating his intention to retire at the end of September.

b) Has IPL filled the position? How long did/will it take to fill the position?

IPL RESPONSE:

The process of filling the position began immediately with the approval of the Team Leader job that was posted both internally and externally from 08/17/2014 to 09/01/2014. Resumes were reviewed and candidate interviews were conducted on 09/16/2014. We are reviewing both the leadership and technical capabilities of the candidates before making a final decision. In the meantime, we named an interim Team Leader on 09/30/2014 while we continue to evaluate candidates for the Team Leader position. The interim Team Leader has 13 years of experience with construction in the downtown network and 24 years of experience at IPL. The former Team Leader of Major Underground Projects is also available under a consulting agreement to provide assistance as needed over the next few years.

c) Are any other retirements announced or likely of key network personnel, including operations, maintenance, and engineering? If so, what steps are being taken to secure a replacement and ensure adequate training prior to assuming the position to ensure the necessary depth of expertise?

IPL RESPONSE:

There are other personnel in management positions associated with the engineering and operations of the downtown network that are also eligible for retirement, including:

- Manager of Major Projects Distribution Engineering
- Manager, Substation & Network Field Operations
- Team Leader, Network & Substation Operations

Manager of Major Projects Distribution Engineering

In anticipation of this possible retirement and other retirements, additional staff has been hired over the past several years in these areas to ensure adequate experience and knowledge will continue to be available to support the downtown network system, along with rest of IPL's distribution system. The additional hires increase the resource pool for a successful candidate that can succeed these and other key positions and help plan for prospective future retirements.

More specifically, two additional engineers were hired in the Major Underground Engineering group in the last five years. While one of these engineers has since moved out of this organization, there is still significant depth and experience within the group. There are two very qualified engineers with excess of a total of 20 years of network engineering experience. Furthermore, there have been several challenging network projects in the last few years including the Georgia Street renovation, Cultural Trail, GIS mapping system, compatible unit development, a new network SCADA system, design of

the feeder fault location indicators, and the cut-over of nine feeders from Sub #3 to Edison Substation that have created a wealth of learning opportunities for both our leadership, engineering team and operational crews.

Manager, Substation & Network Field Operations

An existing Team Leader in this area has been identified and is being developed as a possible replacement. The existing Team Leader has spent over 13 years in this department and has a wealth of experience in substation equipment and operations.

Others outside the normal management group are also given opportunities to interact with engineering, operations, customers, and others during the course of temporary supervision assignments. This is a great preparatory process and is used throughout IPL for training the next generation of leaders. This process has also been used numerous times in the network area.

Team Leader, Network and Substation Operations

On the operational field side, a Team Leader in the construction/maintenance area was also hired two years ago with the plan to build bench strength within leadership roles responsible for the downtown network. Previously, this Team Lead spent five years as a scheduler for the network field crews. He spent his initial Team Leader time sharing network field supervision responsibility with the existing Team Leader, Network & Substation Operations. He has gained the necessary experience to be considered a very capable candidate for a possible replacement for the existing Team Leader in the Network & Substation Operations group, should there be an opening in the future.

In conjunction, we have identified certain bargaining unit members as crew leaders. Occasionally, these crew leaders act as Team Leaders and could also be candidates for future leadership roles.

Also, IPL routinely posts open positions to make the opportunity available to other interested and qualified candidates in IPL, AES and externally.

d) What process does IPL utilize to train new employees for these key leadership positions?

IPL RESPONSE:

IPL utilizes a number of methods to develop and provide technical training to new employees for these key leadership positions. These include:

- Apprentice training – provides foundational technical training for new employees
- On the job training – projects/assignments are assigned based on level of experience and capabilities

- Special projects – less experienced engineers work with experienced engineers in a support and learning role (e.g. smart grid, downtown SCADA)
- Acting leader opportunities – crew leaders are given opportunity to be the acting Team Leader
- Network operation training – This is formal training provided by Eaton for maintenance and troubleshooting (focused on network protectors)
- Network conference – Electric Network Systems annual conference (hosted by IPL in 2014)

Other tools and processes that aid in employee development

Another important point to make is the advancement of technology, the wealth of accessible data, increasing formal documentation of processes, and resources that are available today that help in increasing the speed of transitions to new positions. With better tools and more robust information available the learning curve and understanding of how the network is engineered and operated is shortened. Use of technology and available information has us relying less on individual institutional knowledge and more on processes, procedures and extensive documentation that is much more available and in place today than in the past.

Technology advancements:

The downtown network has recently been modelled in a Geographic Information System (GIS) mapping system. Work orders are written based on compatible units building blocks in a Work Management Information System (WMIS) that automatically create project estimates. In addition, the real-time monitoring of the network via SCADA is now available to further our understanding of and help identify areas of possible risks that are addressed and mitigated in the downtown network system on an ongoing basis.

A great example of the utilization of this technology is the recent (this month) transition of nine network feeders from Sub #3 to Edison Substation. Five transformers from Sub #3 varying in age from 61 to 65 years were scheduled for retirement. Using the new tools described above, helped in the analysis to determine that the cost effective solution was a transition of this load to Edison Substation. While this work took significant planning and engineering, the actual circuit switch-over was accomplished in less than a week using SCADA monitoring. The calculated load values were compared with actual values to ensure no overloads or abnormal conditions were encountered during this conversion.

Technology also shortens the field learning curve. Today, Substation Mechanics have stand-alone tablets and laptops in their trucks. Additionally, network personnel have access to the SCADA displays showing primary feeder circuits from the substation to the low voltage values (277/480 or 120/208) of network protectors. They can see in real time how the system operates during normal and abnormal (open protectors, abnormal

voltages, relay temperature, etc.) conditions and do not have to rely on vast years of "tribal" hand me down knowledge.

Since all of the SCADA data are stored in a PI historian database, scenarios can be replayed as a training exercise for engineers, operations and field personnel to teach and learn how to handle a myriad of situations.

Processes:

The downtown network inspection process is an example of a process used to shorten the learning curve for all personnel. IPL created standard inspection processes for vaults and manholes using pictures of good and bad equipment for comparison. These are a great educational tool for training that accelerates the overall learning process for not only field personnel, but also for engineering and operations. All of this data is readily available via an internal web site.

Additionally, a formal asset life cycle plan (ALCP) is being developed for all critical assets across the T&D system to identify existing assets, asset condition and risk, optimum inspection and maintenance practices, recommended industry best practices, past asset performance, replacement strategies, and innovative techniques. These plans not only capture industry, DP&L and IPL subject matter expert knowledge, they use extensive data to drive optimum life cycle decisions and maintenance practices. These ALCP plans, along with the participation in industry forums and conferences, are excellent resources that help shorten the learning curve for new personnel.

e) In particular, what training process will the new Team Leader of Major Underground Projects Engineering participate in to acquire the necessary knowledge of the IPL system and processes?

<u>IPL RESPONSE:</u>

The interim Team Leader of Major Underground Project Engineering has been working in Major Underground Engineering and the downtown network for 13 years. He is well qualified for this role and has worked closely with the previous Team Leader of Major Underground Project Engineering during this time. IPL also has formal programs and resources available (AES Learning Center, mentoring, supervision training, various online tools for leadership skill development, etc.) to help supervisors in new positions. The development of "new talent" can help revitalize core knowledge and can ease the transition to new technologies.

In addition, the former Team Leader of Major Underground Projects is also available under a consulting agreement to provide assistance as needed over the next few years.

3. **Your October 2, 2014 response indicated: "The succession planning study helped to identify the number of field technicians needed for the Network Field Operations group. The Company has worked to maintain that number to assure adequate crew resources are available." What criteria does IPL utilize to "assure adequate crew resources"? How does IPL determine if they have adequate resources at the team leader level?**

a) What criteria does IPL utilize to "assure adequate crew resources"?

IPL RESPONSE:

Determining workload

On an annual basis, IPL reviews the work scheduled to be accomplished, taking into consideration traditional maintenance activities and the construction forecast.

Maintenance activities include but are not limited to:

- Inspections
  - Visual
  - Infrared
  - Oil analysis
  - Electrical testing
  - Operational

- Construction Forecast / Capital
  - Equipment replacement
  - New construction
  - Retirements
  - System enhancements

Optimizing resources for estimated workload

IPL determines whether the internal workforce can handle the forecasted work load. If it is determined that the work is greater than what the internal resources can safely and efficiently accomplish, then IPL will look to see what work activities can be outsourced. As with any business, IPL's workload varies from year to year primarily due to the varying amount of construction activities. Therefore, IPL supplements its workforce as necessary or appropriate to efficiently and effectively address short term peaks in workload. This approach permits IPL to maintain its internal work force at an efficient level. IPL's location in the State's largest city makes resources available that may not be as readily available if IPL served remote areas.

IPL used contractors to replace (upgrade) the Downtown Network 13.2 kV underground feeders from the Edison Substation. Contractors were also used to assist with the

installation of the Downtown Network SCADA system. Currently, it is forecasted that contractors will be used to assist IPL with the 480-Volt Network Protector Replacement project.

IPL also utilizes contractors to perform work that is not required on a regular and constant basis. For example, IPL predominantly uses contractors for mechanical construction associated with duct line, manhole, and vault construction, whether it is new construction or rehabilitation. This use of contractors provides efficiencies and increases the cost effectiveness of this type of work.

Additionally, in 2012 it was anticipated that the Eagle Valley Generating units would have significantly reduced hours of operation. In an effort to balance internal employee productivity, two Power Supply technicians were temporarily assigned to the Power Delivery Substation / Network group. Subsequently one of the employees has permanently transferred to the Group through IPL Bargaining Unit job posting process.

Substation Network Group - Historical Personnel Count

Year	Skilled Craft	Exempt	Total
2010	48	7	55
2011	47	7	54
2012	47	9	56
2013	48	9	57
2014	48	9	57

Creation of Substation Mechanic Classification

To help ensure IPL has adequate internal crew resources, IPL created the Substation Mechanic Classification to increase the pool of people who are available and qualified to perform the type of work within IPL's traditional Electrical Department (now identified as Substation/Network). The Substation Mechanic Classification was created through a Letter of Agreement between Indianapolis Power & Light Company and International Brotherhood of Electrical Workers Local Union No. 1395. The Letter of Agreement was fully executed on October 31, 1994 and became effective February 1, 1995.

The following information is from Attachment 2 of the Letter of Agreement:

Proposed Substation Mechanic Classification

> *The proposal of a new classification, "Substation Mechanic", is part of the ongoing effort to increase the flexibility and competitiveness of the Electrical*

Department. The Substation Mechanic classification is intended to incorporate the work of both the Electrician and Cable Splicers of the Electrical Department. Existing Electricians and Cable splicers will have the opportunity to become Substation Mechanics, or remain in their current classification. It should be understood that any new job posting required for the replacement of an electrician or Cable Splicer will be posted as Substation Mechanic. The remainder of this document discusses requirements and expectations of the Substation Mechanic classification.

It is our intent to utilize the Substation Mechanic as needed in all areas of the work required in the Electrical Department. For this reason the pay scale for the Substation Mechanic tops out at the same pay rate as 1A lineman. The extra money requires training in all areas of work within the department as well as the willingness to work in all areas within the department as needed.

Prior to the Substation Network Classification, the group's primary work activities were split between either an Electrician or Cable Splicer.

Electricians – Substations (Breakers, Transformers, Switchgear, Construction & Maintenance).
Cable Splicers – Primarily Downtown Network/ Central Business District and Substation exit risers.

With the Substation Mechanic classification, we have greater flexibility and resources with a wider variety of job skills. This flexibility helps IPL to better respond to a varying workload.

b) How does IPL determine if they have adequate resources at the team leader level?

IPL RESPONSE:

In the Substation/Network Group there are five Team Leaders for the skilled crafts. In addition, there is also a Manager for the Substation/Network Group along with two work schedulers and an engineer. In this group we target team sizes for each team leader to include 8 to 15 skilled craftsmen. Within the skilled craft groups there are several employees that are identified as crew leader. For additional information see response to question #2.

4. **Please provide the proactive steps IPL intends to take to ensure adequate staffing, expertise, training, cross training to address a variety of contingencies in their downtown Indianapolis Indiana underground network organization.**

IPL RESPONSE:

Updating succession plans

IPL Power Delivery has been in the process of updating the detailed succession plan that was done in 2012. This plan includes key engineering, maintenance and operations positions and personnel throughout the organization. This updated review will ensure adequate resources are available for ongoing capital, to work maintenance programs and to respond to emergencies ranging from storm response to network events.

An example of on-going succession planning is the promotion of a new Team Leader, System Operations, who was recently named to oversee the Office operation and the NERC certified operators. This was an instance of a high achieving engineer being promoted to this key position and to lead this TOCC organization while senior management and staff are available to mentor him in this transition.

IPL's network engineering, maintenance, and operational areas are not silo organizations. IPL emphasizes the importance of readily volunteering and sharing resources across all areas of the Company. We have an obligation and are committed to ensure adequate resources and expertise are available to operate all areas of the electric power system. IPL's record of safety, reliability, and low customer rates indicates IPL has done an excellent job in the past and is dedicated to continue to provide excellent service at competitive prices well into the future.

Contingency training

Similar to the very detailed Indianapolis Power & Light Power Delivery Storm Restoration Plan, a formal written Network Event Response Plan is being developed and expected to be complete by March 31, 2015. Tabletop drills will be conducted annually to help everyone understand and practice the various scenarios that could be encountered in a network event. Scenario training for abnormal network events will help ensure key personnel have the skills and background necessary to respond to various abnormal conditions and events they may encounter in a network system.

From a real-time operations perspective, the Transmission Operations Control Center (TOCC) has operational control and authority for the operations of the downtown network. IPL has three tiers of dispatcher classifications and all of these dispatchers are trained and NERC certified for the electrical power system. This NERC certification ensures they have the training and knowledge necessary to operate the transmission and distribution system real time as well as understand how to respond to system

disturbances. Additionally, IPL management, as part of its compliance with mandatory NERC reliability standards, has given them authority to act unilaterally on behalf of IPL without upper management consultation to maintain a safe and secure electric system on a real time basis. This certification requires significant initial training as well as annual continuing education to maintain the certification.

5. **Please provide an organization chart for the IPL downtown Indianapolis Indiana underground network organization. It should include identification of key personnel and back-ups to key personnel.**

IPL RESPONSE:

Responsibility for the downtown network resides within the Customer Operations organization shown on Page 1 of the Organization Chart Attachment ("Attachment"). The green boxes indicate key areas with primary responsibility for engineering, maintenance and operation of the downtown network. The yellow boxes indicate areas that provide back-up to the downtown network on an as-needed basis. The blue boxes show where additional resources at DP&L reside and are available in a consultancy and/or mutual assistance capacity.

The subsequent sheet designated as Page 2 in the lower right corner is the Design Engineering group under the leadership of the Director, Design Engineering. The box highlighted in green in the lower right hand side of the page is the Network Underground Engineering group that was formally led by Rick Leffler. The next sheet (Page 3) is more detail on the IPL Major Underground Project Engineering group. The box highlighted in yellow shows potential succession for positions within the organization. Two of the individuals in the yellow box are being interviewed for the vacant leadership position, but we also have several other experienced personnel in other areas within IPL and DP&L that are being considered as well.

The fourth sheet (Page 4) in the Attachment is the T&D Operations team led by the Director, T&D Operations, Substations, Network. Highlighted in green are the key positions associated with Network Underground Field group that responds to events downtown. The two boxes highlighted in yellow are current leaders that are the back-ups for the Manager, Substation and Network Field Operations and the Team Leader, Network Operations (Substation Mechanic Leader). Page 5 provides detail of the Substation and Network Field Operations group. Additional boxes in this group are highlighted in green. These are some of our most skilled IPL bargaining personnel that respond to our downtown underground events and several of these individuals in the "IPL Substation Mechanic Leaders" box are being considered for the succession for the Team Leader, Network Operations. The boxes in yellow are back-ups for our leadership

in the group and the additional Substation Mechanic personnel that are trained to help support their colleagues during downtown underground events.

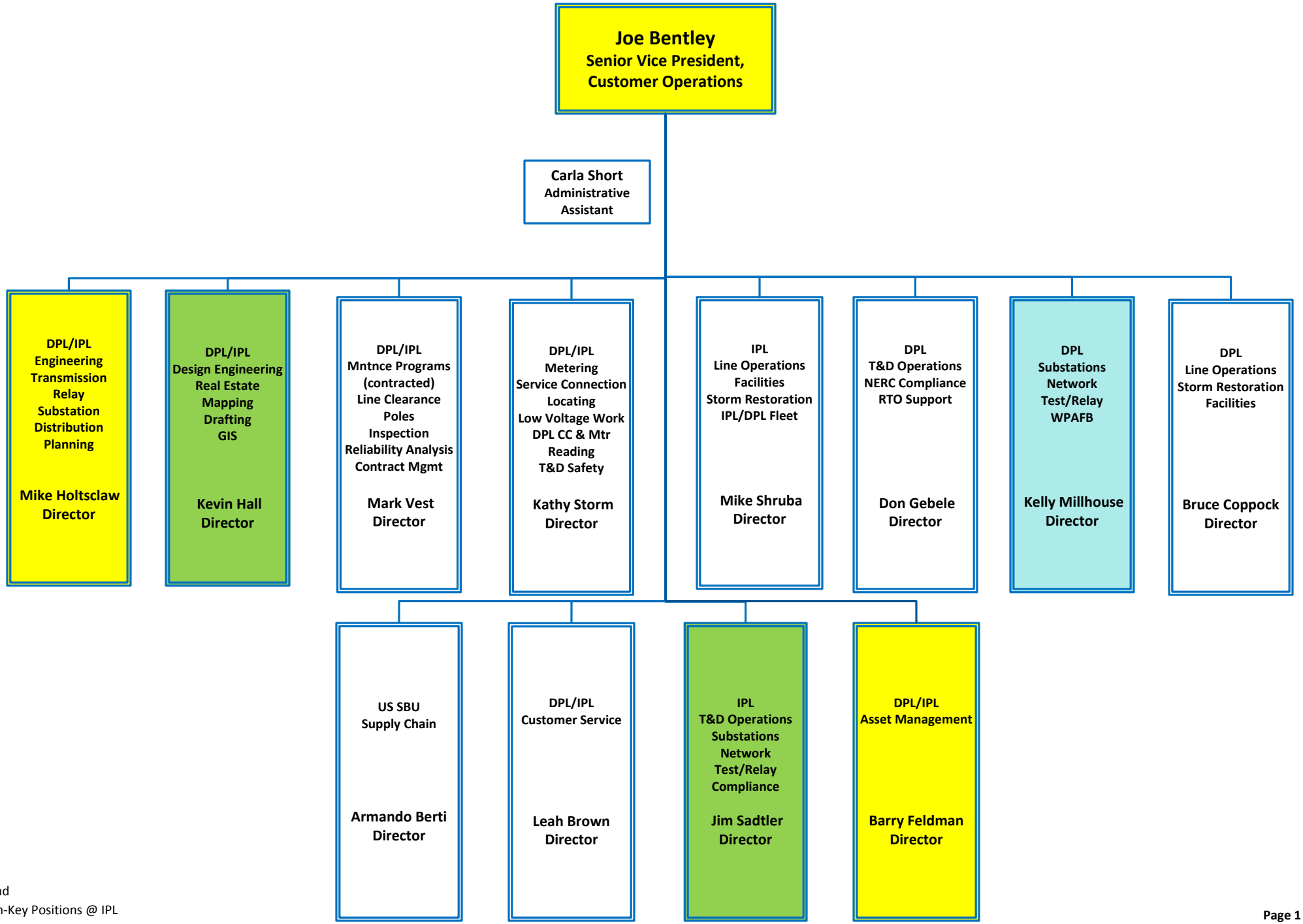
The sixth and seventh sheets (Page 6 and 7) detail the Substations and AC Network group at DP&L. The Director of this group reports to the Senior Vice President, Customer Operations and is responsible for the downtown underground network in Dayton, Ohio. As we plan for future succession at IPL, we also consider the leadership talent at DP&L and we have five experienced underground leaders at Dayton. The IPL practice is not to request people from DP&L to assist IPL during routine events or work. However, similar to a storm event that causes customer outage, IPL utilize any and all resources necessary to assist if the situation warranted a mutual assistance response. The full complement of DP&L downtown underground resources are shown in blue on page 7. In addition, the downtown network equipment in Dayton is nearly identical to the IPL equipment, so both DP&L leadership and bargaining personnel could easily be available to assist IPL if necessary.

It is important to keep in mind that there is significant bench strength within other areas of IPL, DP&L and AES that is available to help support the Network groups. IPL has personnel spread throughout other management positions that have had extensive experience in various engineering, operations, construction, and maintenance of the network. Furthermore, within the AES portfolio, DP&L has a full management, engineering and field group that is available for consultation and advice. Information between all AES distribution companies is readily shared today to foster learning and develop and implement best practices. One of the AES distribution companies outside of the US is AES Eletropaulo in Brazil. Eletropaulo serves approximately 7 million customers in San Paulo, Brazil and has a downtown network design and equipment similar to IPL and DP&L.

IPL is in the unique situation that several of the senior managers within the Power Delivery organization have prior operating and field experience in the Indianapolis downtown underground network. Joe Bentley, Senior Vice President led the operation of the downtown underground network from late 1992 until January 2000. Mike Holtsclaw, Director Transmission and Substation Engineering led the engineering area of the downtown network from 1988 to 2000. In addition, he led the operation of the downtown network from 2000 until 2011. Jim Sadtler, Director, T&D Operations, Substations, Network currently leads both the operations and field personnel, but started his career as an engineer in the operations area and directly led the operations from 1988 through 1992 as well. Barry Feldman, Director T&D Asset Management, led the downtown underground field resources from 1995 to 1999. Mike Nevitt, Manager Employee and Labor Relations, has 20 years of network operational experience including supervision. Roderick Conwell, Manager Regulatory Operations has 11 years of network operations experience. Kevin Hall, Director of Design Engineering, currently leads the engineering teams that design customer projects as well as the major infrastructure projects for IPL's distribution system, including the downtown

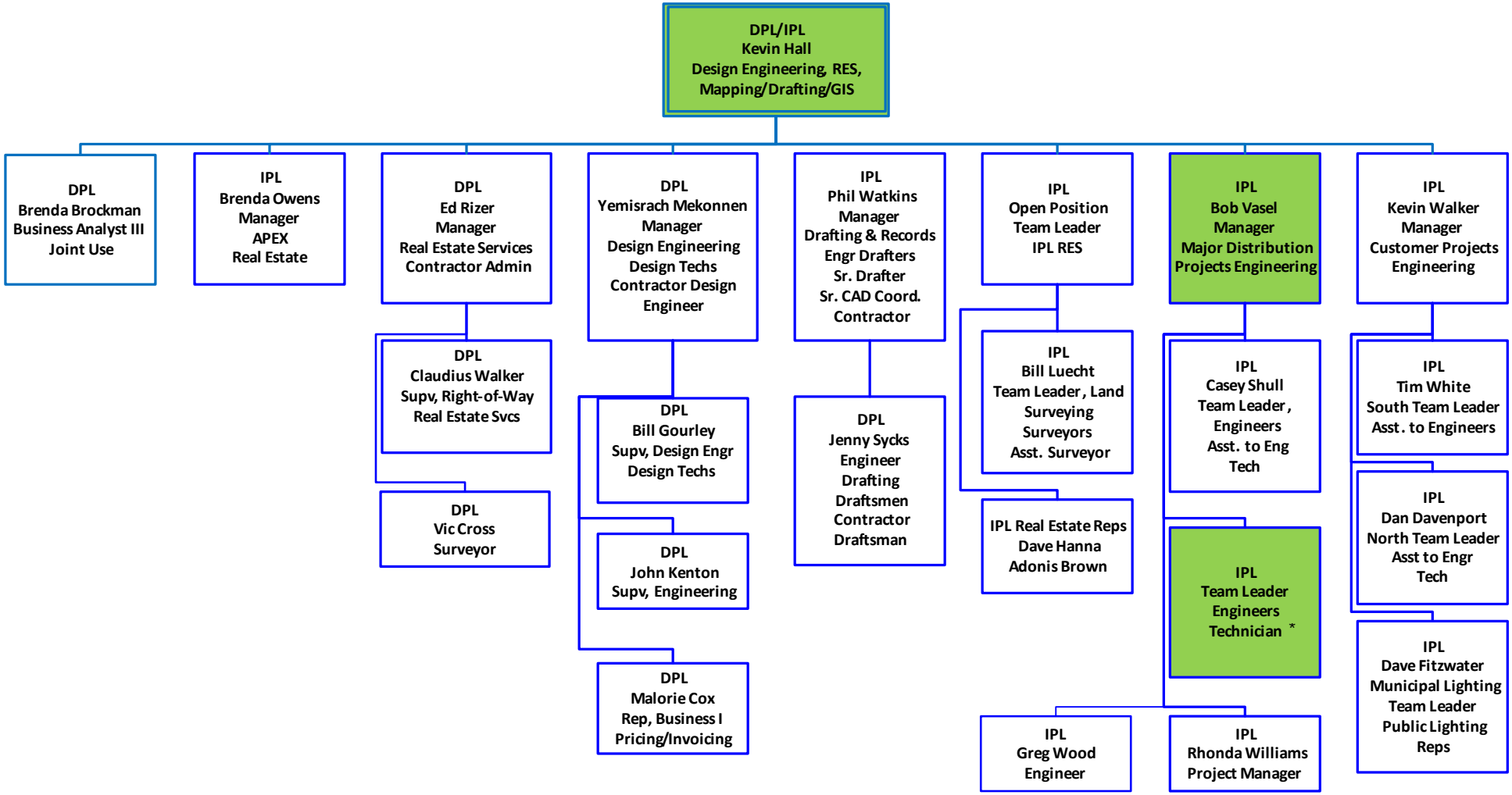
underground network. Kevin has held both engineering and operations positions, including leading DP&L's System Operating and customer service dispatch functions from 1996 through 2000. This encompassed real-time operations responsibility for DP&L's transmission and distribution systems, including its downtown underground network. As you can see, there is a tremendous amount of downtown underground network experience (over 75 years) beyond just the individuals assigned in that area currently.

Customer Operations Organization Attachment



Legend
Green-Key Positions @ IPL
Yellow-Backup Positions @ IPL
Blue-Mutual Assistance/Supplemental to Key Positions located @ DPL

Design Engineering Group Attachment



*Team Leader Major Underground Projects Engineering

Legend
Green-Key Positions @ IPL
Yellow-Backup Positions @ IPL
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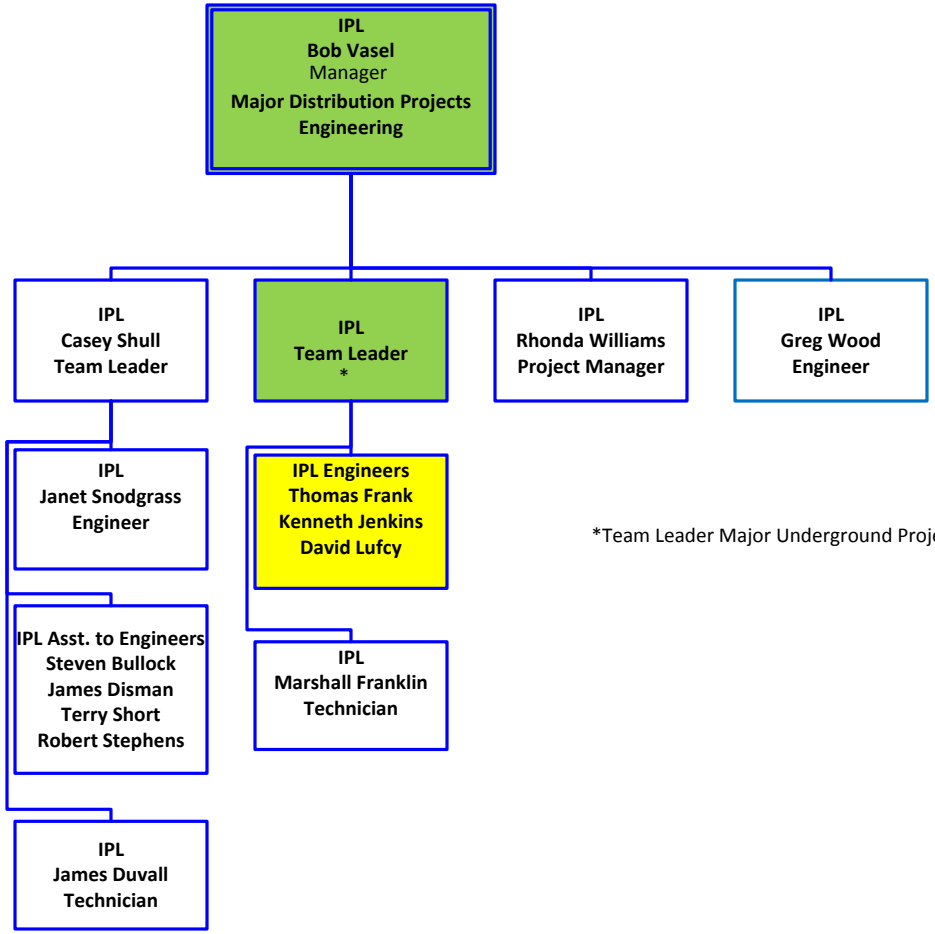
IPL Major Underground Projects Engineering Group Attachment



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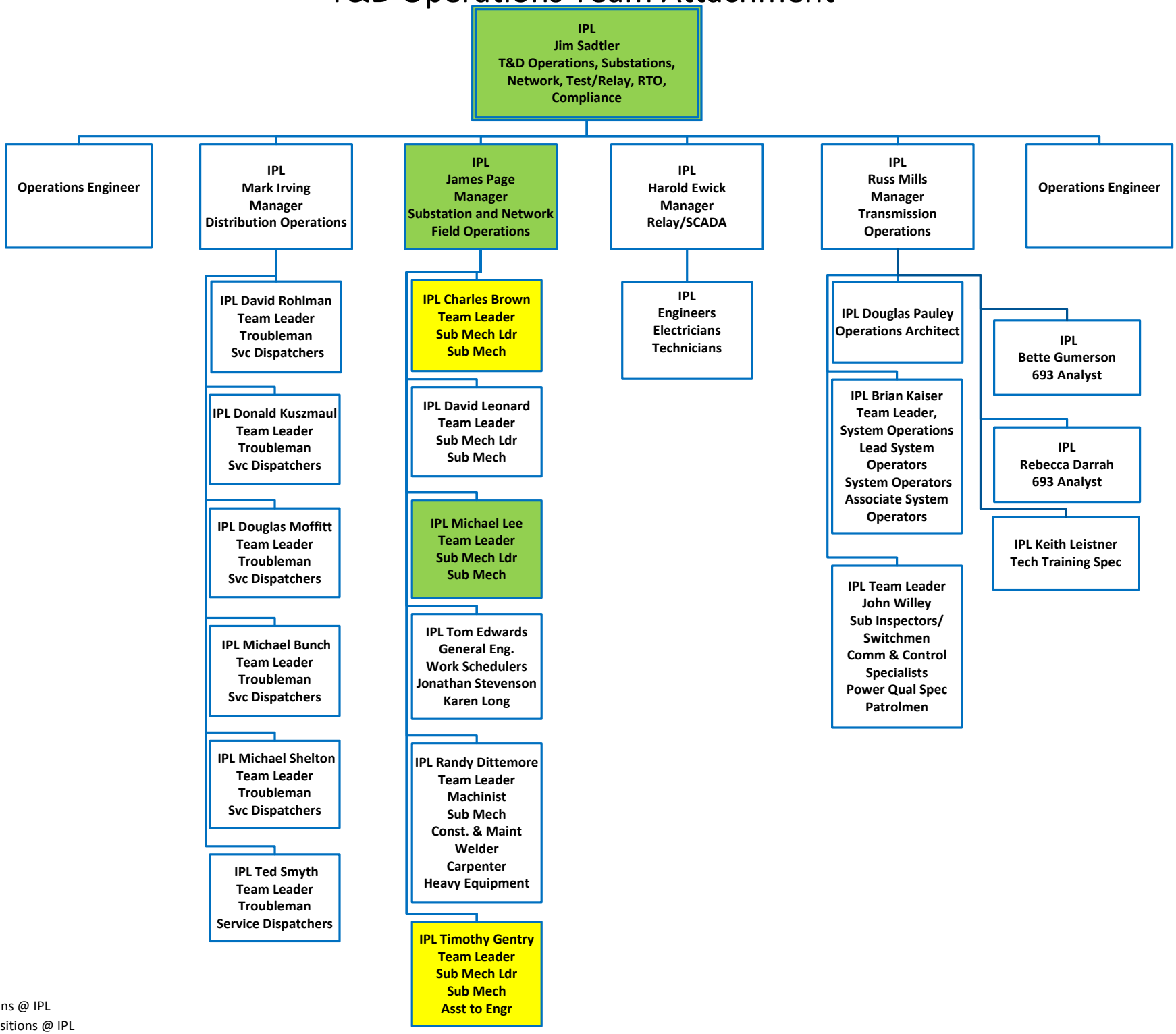
T&D Operations Team Attachment



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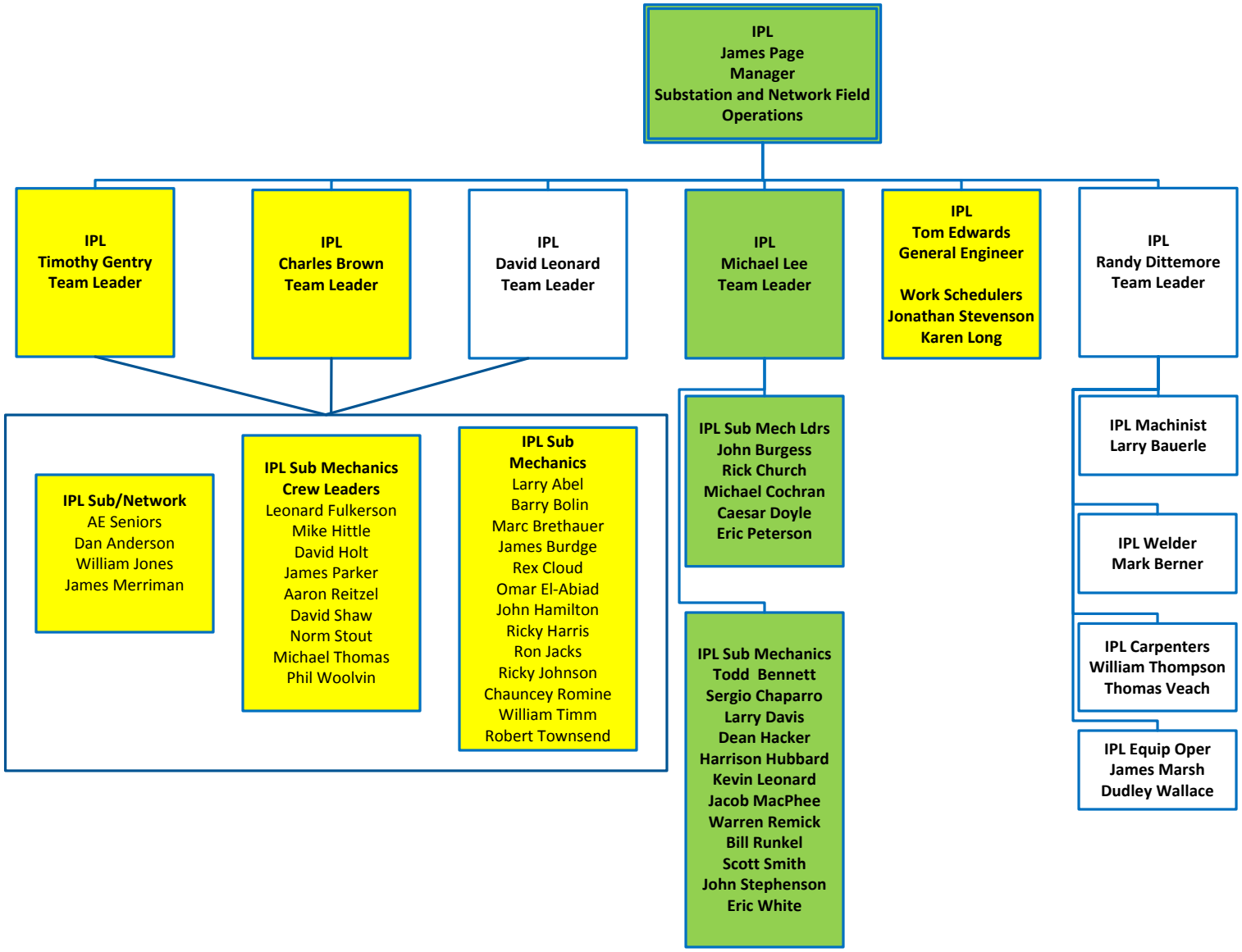
Blue-Mutual Assistance/Supplemental to Key Positions located @ DPL

IPL Substation and Network Field Operations Group Attachment



Legend
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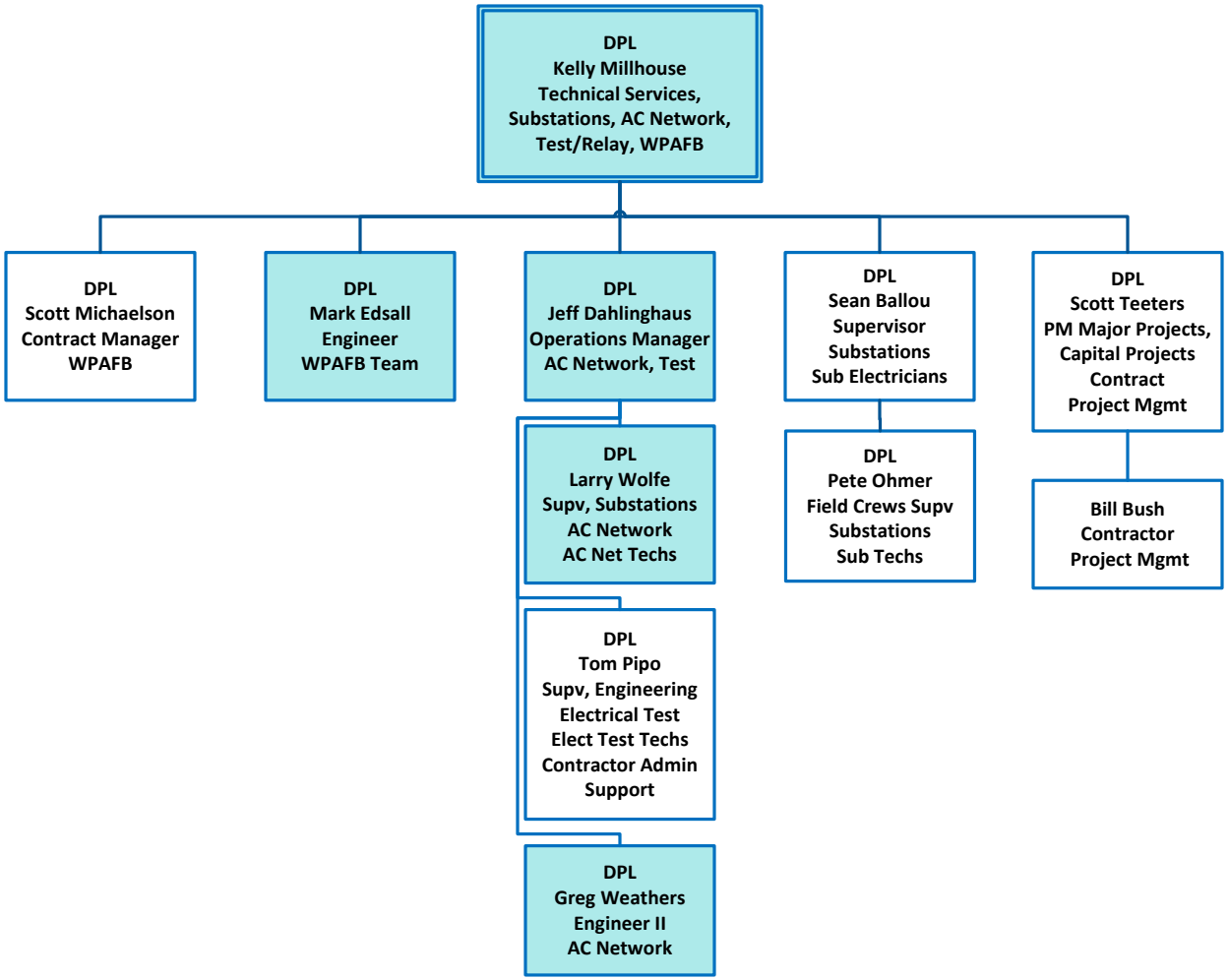
DPL Substations & AC Network Team Attachment



Legend
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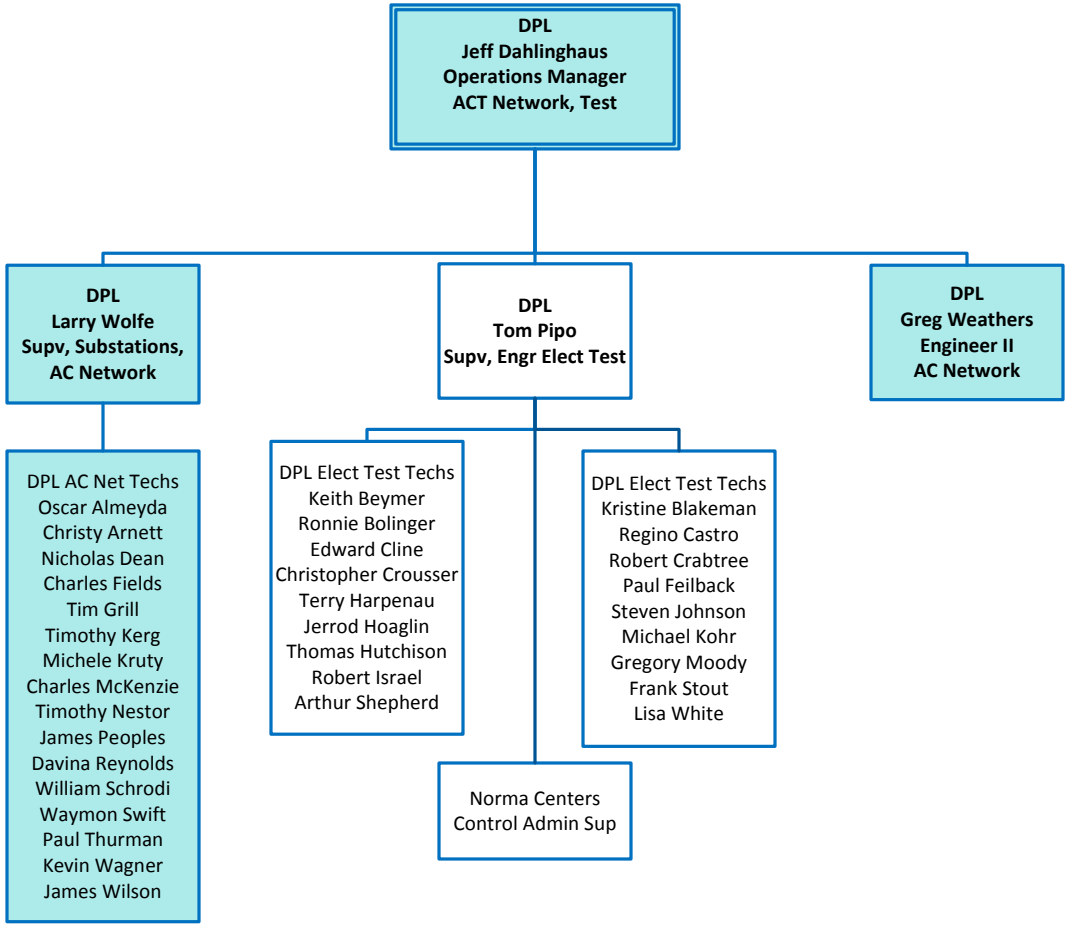
Yellow-Backup Positions @ IPL
Blue-Mutual Assistance/Supplemental to Key Positions located @ DPL

DPL Substations and AC Network Team Attachment (Continued)



Legend
Green-Key Positions @ IPL
Yellow-Backup Positions @ IPL
Blue-Mutual Assistance/Supplemental to Key Positions located @ DPL

POWER DELIVERY SUCCESSION

DECEMBER 14, 2012

Workforce Statistics
Power Delivery
October 2012

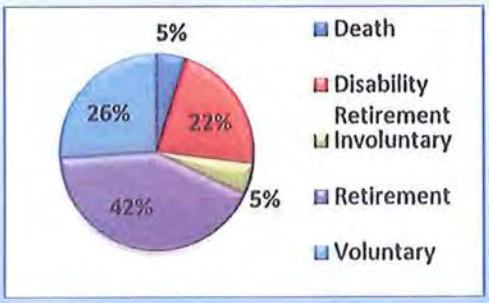
Purpose

The purpose of developing a workforce strategy is to sustain our business operations in a seamless fashion as we experience terminations and/or retirements as well as changes in technology and skills needed over time.

Profile of the Workforce

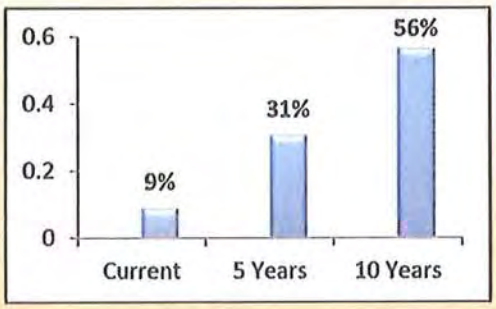
Count of employees	508
Average years of service	23
Average age of employee	51

Turnover in 2012



There have been 19 employment separations in Power Delivery.

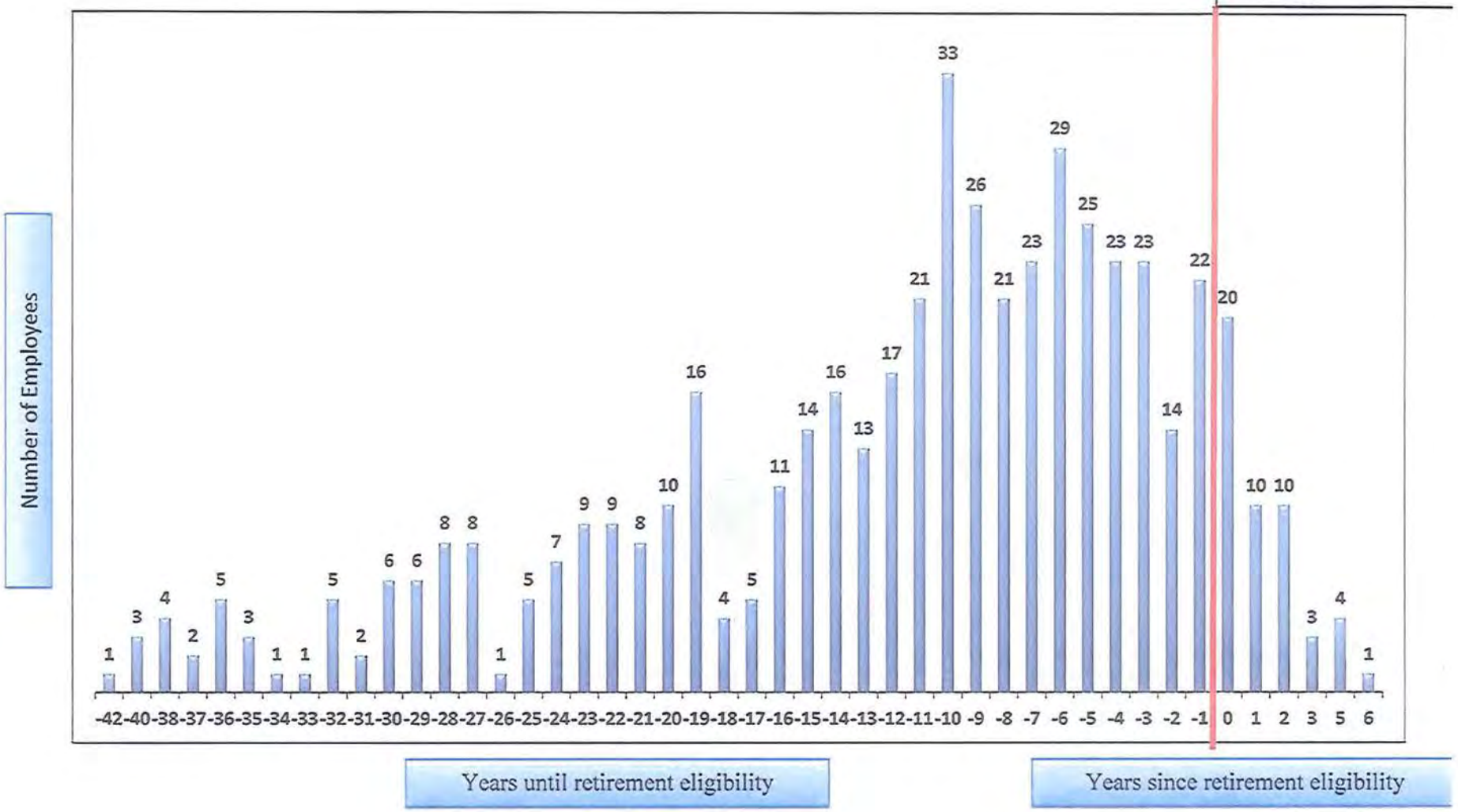
Eligibility for Retirement (Age 62 & 85 points, Age 65, Age 62)



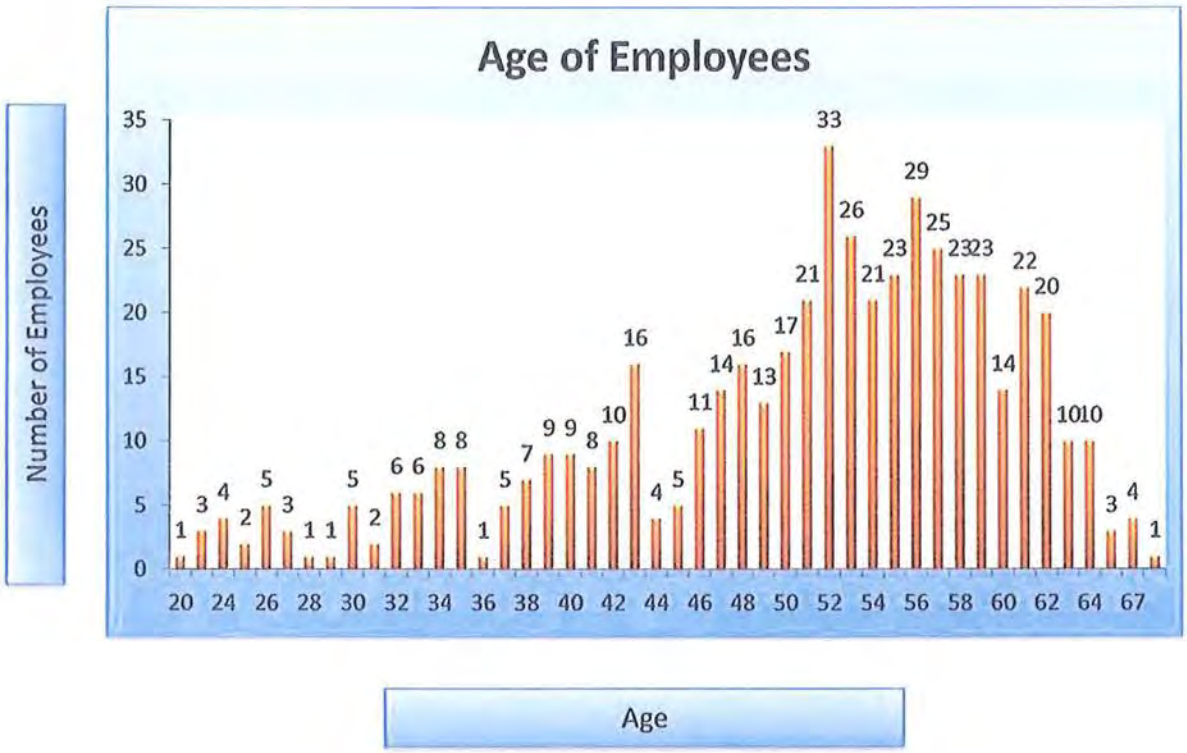
"At Risk" Positions

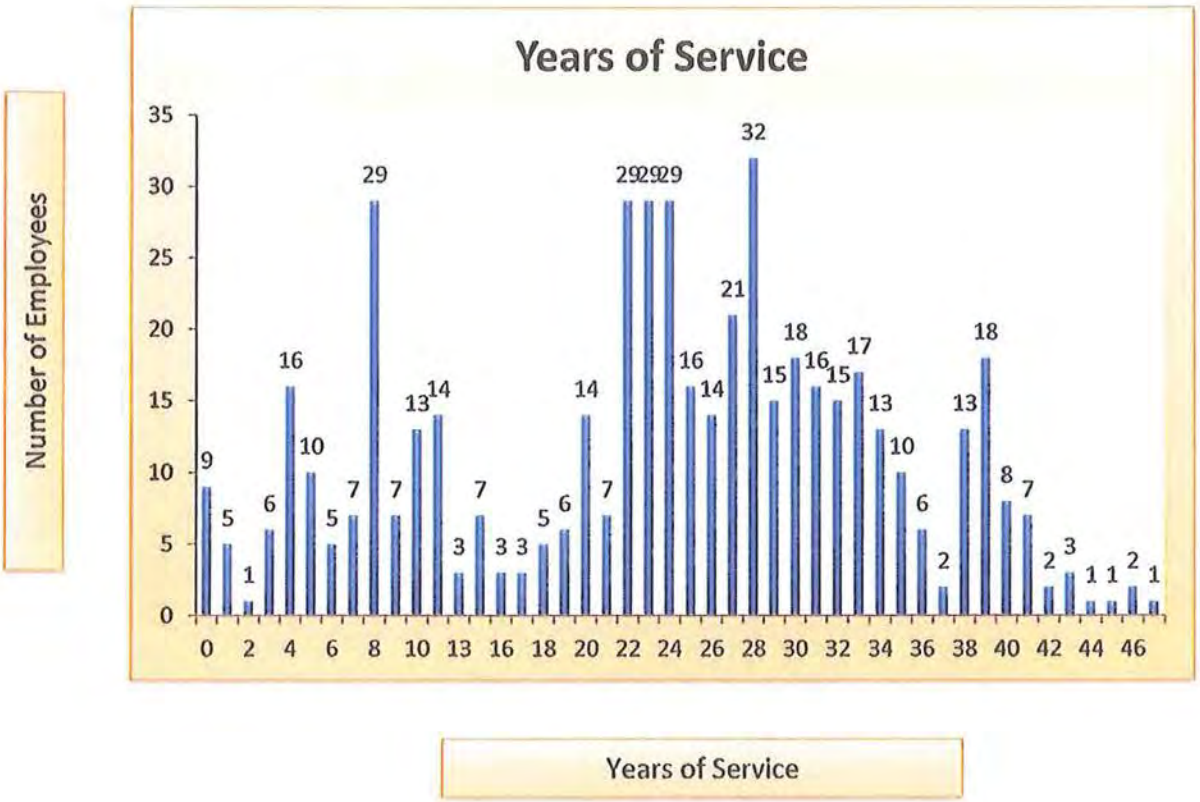
Carpenter
Database Administrator, MISO Interface
Demand Meter Reader (2 positions)
Director
Electrician
Engineer, Principal
Engineer, Sr (3 positions)
Engineering Drafter
Facilities Coordinator
Lead Clerk
Manager, Customer Solutions
Manager, Electric Delivery Engineering
Meter Installer (3 positions)
Meter Man (2 positions)
Metering Specialist
Municipal Lighting Representative
Project Manager, Asset Management
Relay/SCADA Technician (3 positions)
Section Leader, Construction
Section Leader, Facilities & Fleet
Section Leader, Mechanical
Section Leader, Service Operations
Service Dispatcher
Service Lineman
Substation Inspector Switchman
Substation Mechanic (2 positions)
System Operations Coordinator
Team Leader, Facilities & Transportation Fleet
Team Leader, Major Distribution Projects Engineering
Technical Training Coordinator
Technician
Troubleman (3 positions)
UG Construction & Maintenance Man Crew Leader
UG Utility Splicer Crew Leader

DISTRIBUTION OF EMPLOYE FOR RETIREMENT ELIGIBILITY
October 2012



Note: Retirement eligibility based on age, years of service, and participation in the pension program. Pension program participants are eligible to retire at age 62 and 85 points or age 65. Retirement eligibility for other employees based on age 62.


Age of Employees
Number of Employees
Age
0 5 10 15 20 25 30 35
20 24 26 28 30 32 34 36 38 40 42 44 46 48 50 52 54 56 58 60 62 64 67
1 3 4 2 5 3 1 1 5 2 6 6 8 8 1 5 7 9 9 8 10 16 4 5 11 14 16 13 17 21 33 26 21 23 29 25 23 23 22 20 14 10 10 3 4 1


Years of Service
Number of Employees
Years of Service
0 5 10 15 20 25 30 35
0 2 4 6 8 10 13 16 18 20 22 24 26 28 30 32 34 36 38 40 42 44 46
9 5 1 6 16 10 5 7 29 7 13 14 3 7 3 3 5 6 14 7 29 29 29 29 16 14 21 32 15 18 16 15 17 13 10 6 2 13 18 8 7 2 3 1 1 2 1

Eligibility for Retirement by Position
Power Delivery

		Eligible for Retirement Now		Eligible for Retirement in 5 Years		Eligible for Retirement in 10 Years	
Position	Count	#	%	#	%	#	%
Account Executive	2	0	0%	0	0%	1	50%
Administrative Assistant	2	0	0%	0	0%	0	0%
Administrative Clerk	15	0	0%	5	33%	10	66%
Administrator, Safety & Training	1	0	0%	0	0%	0	0%
AMI System Administrator	1	0	0%	0	0%	0	0%
Assistant Surveyor	1	0	0%	1	100%	1	100%
Assistant to Engineer, Sr	15	0	0%	3	20%	11	73%
Building Maintenance Attendant	3	0	0%	1	33%	1	33%
Building Maintenance Mechanic	5	0	0%	1	20%	4	80%
Carpenter	2	1	50%	2	100%	2	100%
CIP Cyber Security Analyst	2	0	0%	1	50%	1	50%
Communications and Control Specialist	2	0	0%	2	100%	2	100%
Contractor Coordinator	8	0	0%	4	50%	6	75%
Cut Off Man	4	0	0%	0	0%	2	50%
Database Administrator, MISO Interface	1	1	100%	1	100%	1	100%
Demand Meter Reader	9	2	22%	4	44%	9	100%
Director	1	1	100%	1	100%	1	100%
Director, Asset Management	1	0	0%	0	0%	1	100%
Director, Distribution Field Ops	1	0	0%	0	0%	0	0%
Director, Engineering	1	0	0%	0	0%	1	100%
Director, Strategic Accounts & Marketing	1	0	0%	0	0%	1	100%
Director, Transmission Field Ops	1	0	0%	0	0%	1	100%
Electrician	2	1	50%	2	100%	2	10%
Electronic Metering Specialist	4	0	0%	0	0%	3	75%
Engineer	2	0	0%	0	0%	0	0%
Engineer, Associate	3	0	0%	0	0%	0	0%
Engineer, General	5	0	0%	0	0%	0	0%
Engineer, Lead	2	0	0%	0	0%	0	0%
Engineer, Principal	10	1	10%	4	40%	8	80%
Engineer, Sr	20	3	15%	8	40%	16	80%
Engineering Drafter	6	1	17%	3	50%	4	67%
Facilities Coordinator	1	1	100%	1	100%	1	100%
Field Safety Coordinator	2	0	0%	1	50%	2	100%
General Clerk	2	0	0%	1	50%	1	50%
General Construction & Equipment Operator Crew Leader	1	0	0%	1	100%	1	100%
Graduate Student	1	0	0%	0	0%	0	0%
Key Account Executive	2	0	0%	2	100%	2	100%
Lead Clerk	9	1	11%	4	44%	6	66%

Lead System Operations Coordinator	1	0	0%	1	100%	1	100%
Lineman 1st Class	65	0	0%	3	5%	4	6%
Lineman Apprentice	12	0	0%	0	0%	0	0%
Lineman Crew Leader	30	0	0%	1	3%	10	33%
Machinist	1	0	0%	1	100%	1	100%
Manager, Customer Solutions	1	1	100%	1	100%	1	100%
Manager, Electric Delivery Engineering	1	1	100%	1	100%	1	100%
Manager, Lines Field Operations	1	0	0%	1	100%	1	100%
Manager, Metering Services	1	0	0%	1	100%	1	100%
Manager, NERC Compliance	1	0	0%	0	0%	0	0%
Manager, Power Delivery Lines Operations	1	1	100%	1	100%	1	100%
Manager, Power Delivery Operations	1	0	0%	0	0%	1	100%
Manager, Substation & Network Field Operations	1	0	0%	1	100%	1	100%
Manager, Substation & Protection Engineering	1	0	0%	1	100%	1	100%
Manager, Transmission Operations	1	0	0%	0	0%	0	0%
Mechanic	11	0	0%	3	27%	5	45%
Mechanic, Assistant	1	0	0%	0	0%	0	0%
Meter Installer	13	3	23%	7	54%	10	77%
Meter Man	15	2	13%	7	47%	13	87%
Metering Specialist	2	1	50%	2	100%	2	100%
Municipal Lighting Representative	3	1	33%	2	67%	3	100%
NERC Compliance Analyst	3	0	0%	0	0%	3	100%
Officer, Senior Vice President, Customer Operations	1	0	0%	0	0%	0	0%
Operator Heavy Mobile Equipment	1	0	0%	0	0%	1	100%
Painter	3	0	0%	3	100%	3	100%
Patrolman	2	0	0%	0	0%	1	50%
Power Quality Specialist	2	0	0%	0	0%	1	50%
Project Coordinator	1	0	0%	0	0%	1	100%
Project Manager, Asset Management	2	1	100%	1	100%	1	100%
Real Estate Representative	2	0	0%	1	50%	2	100%
Relay/SCADA Technician	14	3	21%	7	50%	9	64%
Section Leader, Construction	2	1	50%	1	50%	2	100%
Section Leader, Distribution Operations	6	0	0%	3	50%	4	67%
Section Leader, Drafting & Records	1	0	0%	0	0%	0	0%
Section Leader, Electric Delivery Engineering	1	0	0%	0	0%	0	0%
Section Leader, Facilities & Fleet	2	1	50%	1	50%	2	100%
Section Leader, Land Surveying	1	0	0%	1	100%	1	100%
Section Leader, Lines Operations	3	0	0%	0	0%	1	33%
Section Leader, Major Underground Projects	1	0	0%	1	100%	1	100%
Section Leader, Mechanical	1	1	100%	1	100%	1	100%
Section Leader, Metering Admin Support & Mobile Data	1	0	0%	1	100%	1	100%
Section Leader, Municipal Lighting Design	1	0	0%	0	0%	0	0%
Section Leader, Network & Substation Operations	4	0	0%	2	50%	2	50%
Section Leader, Service Operations	1	1	100%	1	100%	1	100%

Service Dispatcher	15	1	7%		5	33%		10	67%
Service Lineman	3	1	33%		1	33%		3	100%
Sr CAD Coordinator	1	0	0%		0	0%		0	0%
Strategic Account Executive	3	0	0%		2	67%		3	100%
Substation Inspector Switchman	4	1	25%		1	25%		2	50%
Substation Mechanic	21	2	10%		5	24%		11	52%
Substation Mechanic Crew Leader	15	0	0%		3	20%		9	60%
Surveyor	3	0	0%		1	33%		1	33%
System Operations Coordinator	8	1	13%		2	25%		6	75%
System Operator	5	0	0%		1	20%		2	40%
Team Leader, Advanced Metering Technology	1	0	0%		0	0%		0	0%
Team Leader, Chief Engineer	1	0	0%		1	100%		1	100%
Team Leader, Contract Management	1	0	0%		0	0%		1	100%
Team Leader, Customer Projects Engineering	1	0	0%		0	0%		0	0%
Team Leader, Customer Service Metering	3	0	0%		0	0%		2	67%
Team Leader, Electric Delivery Operations Support	1	0	0%		0	0%		1	100%
Team Leader, Energy Control Systems	1	0	0%		0	0%		1	100%
Team Leader, Facilities & Transportation Fleet	1	1	100%		1	100%		1	100%
Team Leader, Line Clearing	1	0	0%		1	100%		1	100%
Team Leader, Lines Scheduling	1	0	0%		1	100%		1	100%
Team Leader, Major Distribution Projects Engineering	1	1	100%		1	100%		1	100%
Team Leader, PD Administrative Support	1	0	0%		0	0%		0	0%
Team Leader, Relay/SCADA	1	0	0%		1	100%		1	100%
Team Leader, Safety & Training	1	0	0%		0	0%		1	100%
Team Leader, Transmission Design & Maintenance	1	0	0%		0	0%		0	0%
Technical Training Coordinator	1	1	100%		1	100%		1	100%
Technical Training Specialist	1	0	0%		0	0%		0	0%
Technician	4	1	25%		2	50%		4	100%
Troubleman	27	3	11%		8	30%		12	44%
UG Construction & Maintenance Man	2	0	0%		0	0%		2	100%
UG Construction & Maintenance Man Crew Leader	1	1	100%		1	100%		1	100%
UG Utility Splicer	3	0	0%		1	33%		1	33%
UG Utility Splicer Crew Leader	9	1	11%		4	44%		9	100%
Welder Crew Leader	1	0	0%		1	100%		1	100%
Work Coordinator, Asset Support	1	0	0%		0	0%		1	100%
Work Scheduler	6	0	0%		1	17%		1	17%

Positions with the Highest Percentage of Retirement - Eligible Employees
Power Delivery

		Eligible for Retirement Now			Eligible for Retirement in 5 Years			Eligible for Retirement in 10 Years	
Position	Count	#	%		#	%		#	%
Database Administrator, MISO Interface	1	1	100%		1	100%		1	100%
Director	1	1	100%		1	100%		1	100%
Facilities Coordinator	1	1	100%		1	100%		1	100%
Manager, Customer Solutions	1	1	100%		1	100%		1	100%
Manager, Electric Delivery Engineering	1	1	100%		1	100%		1	100%
Manager, Power Delivery Lines Operations	1	1	100%		1	100%		1	100%
Project Manager, Asset Management	2	1	100%		1	100%		1	100%
Section Leader, Mechanical	1	1	100%		1	100%		1	100%
Section Leader, Service Operations	1	1	100%		1	100%		1	100%
Team Leader, Facilities & Transportation Fleet	1	1	100%		1	100%		1	100%
Team Leader, Major Distribution Projects Engineering	1	1	100%		1	100%		1	100%
Technical Training Coordinator	1	1	100%		1	100%		1	100%
UG Construction & Maintenance Man Crew Leader	1	1	100%		1	100%		1	100%
Carpenter	2	1	50%		2	100%		2	100%
Metering Specialist	2	1	50%		2	100%		2	100%
Electrician	2	1	50%		2	100%		2	10%
Section Leader, Construction	2	1	50%		1	50%		2	100%
Section Leader, Facilities & Fleet	2	1	50%		1	50%		2	100%
Municipal Lighting Representative	3	1	33%		2	67%		3	100%
Service Lineman	3	1	33%		1	33%		3	100%
Technician	4	1	25%		2	50%		4	100%
Substation Inspector Switchman	4	1	25%		1	25%		2	50%
Meter Installer	13	3	23%		7	54%		10	77%
Demand Meter Reader	9	2	22%		4	44%		9	100%
Relay/SCADA Technician	14	3	21%		7	50%		9	64%
Engineering Drafter	6	1	17%		3	50%		4	67%
Engineer, Sr	20	3	15%		8	40%		16	80%
Meter Man	15	2	13%		7	47%		13	87%
System Operations Coordinator	8	1	13%		2	25%		6	75%
UG Utility Splicer Crew Leader	9	1	11%		4	44%		9	100%
Lead Clerk	9	1	11%		4	44%		6	66%
Troubleman	27	3	11%		8	30%		12	44%
Engineer, Principal	10	1	10%		4	40%		8	80%
Substation Mechanic	21	2	10%		5	24%		11	52%
Service Dispatcher	15	1	7%		5	33%		10	67%
Assistant Surveyor	1	0	0%		1	100%		1	100%
Communications and Control Specialist	2	0	0%		2	100%		2	100%
General Construction & Equipment Operator Crew Leader	1	0	0%		1	100%		1	100%

Key Account Executive	2	0	0%		2	100%		2	100%
Lead System Operations Coordinator	1	0	0%		1	100%		1	100%
Machinist	1	0	0%		1	100%		1	100%
Manager, Lines Field Operations	1	0	0%		1	100%		1	100%
Manager, Metering Services	1	0	0%		1	100%		1	100%
Manager, Substation & Network Field Operations	1	0	0%		1	100%		1	100%
Manager, Substation & Protection Engineering	1	0	0%		1	100%		1	100%
Painter	3	0	0%		3	100%		3	100%
Section Leader, Land Surveying	1	0	0%		1	100%		1	100%
Section Leader, Major Underground Projects	1	0	0%		1	100%		1	100%
Section Leader, Metering Admin Support & Mobile Data	1	0	0%		1	100%		1	100%
Team Leader, Chief Engineer	1	0	0%		1	100%		1	100%
Team Leader, Line Clearing	1	0	0%		1	100%		1	100%
Team Leader, Lines Scheduling	1	0	0%		1	100%		1	100%
Team Leader, Relay/SCADA	1	0	0%		1	100%		1	100%
Welder Crew Leader	1	0	0%		1	100%		1	100%
Strategic Account Executive	3	0	0%		2	67%		3	100%
Field Safety Coordinator	2	0	0%		1	50%		2	100%
Real Estate Representative	2	0	0%		1	50%		2	100%
Contractor Coordinator	8	0	0%		4	50%		6	75%
Section Leader, Distribution Operations	6	0	0%		3	50%		4	67%
CIP Cyber Security Analyst	2	0	0%		1	50%		1	50%
General Clerk	2	0	0%		1	50%		1	50%
Section Leader, Network & Substation Operations	4	0	0%		2	50%		2	50%
Administrative Clerk	15	0	0%		5	33%		10	66%
Building Maintenance Attendant	3	0	0%		1	33%		1	33%
Surveyor	3	0	0%		1	33%		1	33%
UG Utility Splicer	3	0	0%		1	33%		1	33%
Mechanic	11	0	0%		3	27%		5	45%
Building Maintenance Mechanic	5	0	0%		1	20%		4	80%
Assistant to Engineer, Sr	15	0	0%		3	20%		11	73%
Substation Mechanic Crew Leader	15	0	0%		3	20%		9	60%
System Operator	5	0	0%		1	20%		2	40%
Work Scheduler	6	0	0%		1	17%		1	17%
Lineman 1st Class	65	0	0%		3	5%		4	6%
Lineman Crew Leader	30	0	0%		1	3%		10	33%
Director, Asset Management	1	0	0%		0	0%		1	100%
Director, Engineering	1	0	0%		0	0%		1	100%
Director, Strategic Accounts & Marketing	1	0	0%		0	0%		1	100%
Director, Transmission Field Ops	1	0	0%		0	0%		1	100%
Manager, Power Delivery Operations	1	0	0%		0	0%		1	100%
NERC Compliance Analyst	3	0	0%		0	0%		3	100%

Operator Heavy Mobile Equipment	1	0	0%		0	0%		1	100%
Project Coordinator	1	0	0%		0	0%		1	100%
Team Leader, Contract Management	1	0	0%		0	0%		1	100%
Team Leader, Electric Delivery Operations Support	1	0	0%		0	0%		1	100%
Team Leader, Energy Control Systems	1	0	0%		0	0%		1	100%
Team Leader, Safety & Training	1	0	0%		0	0%		1	100%
UG Construction & Maintenance Man	2	0	0%		0	0%		2	100%
Work Coordinator, Asset Support	1	0	0%		0	0%		1	100%
Electronic Metering Specialist	4	0	0%		0	0%		3	75%
Team Leader, Customer Service Metering	3	0	0%		0	0%		2	67%
Account Executive	2	0	0%		0	0%		1	50%
Cut Off Man	4	0	0%		0	0%		2	50%
Patrolman	2	0	0%		0	0%		1	50%
Power Quality Specialist	2	0	0%		0	0%		1	50%
Section Leader, Lines Operations	3	0	0%		0	0%		1	33%
Administrative Assistant	2	0	0%		0	0%		0	0%
Administrator, Safety & Training	1	0	0%		0	0%		0	0%
AMI System Administrator	1	0	0%		0	0%		0	0%
Director, Distribution Field Ops	1	0	0%		0	0%		0	0%
Engineer	2	0	0%		0	0%		0	0%
Engineer, Associate	3	0	0%		0	0%		0	0%
Engineer, General	5	0	0%		0	0%		0	0%
Engineer, Lead	2	0	0%		0	0%		0	0%
Graduate Student	1	0	0%		0	0%		0	0%
Lineman Apprentice	12	0	0%		0	0%		0	0%
Manager, NERC Compliance	1	0	0%		0	0%		0	0%
Manager, Transmission Operations	1	0	0%		0	0%		0	0%
Mechanic, Assistant	1	0	0%		0	0%		0	0%
Officer, Senior Vice President, Customer Operations	1	0	0%		0	0%		0	0%
Section Leader, Drafting & Records	1	0	0%		0	0%		0	0%
Section Leader, Electric Delivery Engineering	1	0	0%		0	0%		0	0%
Section Leader, Municipal Lighting Design	1	0	0%		0	0%		0	0%
Sr CAD Coordinator	1	0	0%		0	0%		0	0%
Team Leader, Advanced Metering Technology	1	0	0%		0	0%		0	0%
Team Leader, Customer Projects Engineering	1	0	0%		0	0%		0	0%
Team Leader, PD Administrative Support	1	0	0%		0	0%		0	0%
Team Leader, Transmission Design & Maintenance	1	0	0%		0	0%		0	0%
Technical Training Specialist	1	0	0%		0	0%		0	0%

List of Employee Names, Ages, and Years of Service

October 2012

ame	Position	AGE (2012)	YOS (2012)
[redacted]	Meter Installer	[redacted]	26
	Substation Mechanic		22
	Meter Installer		30
	Engineer, Lead		3
	Lead Clerk		27
	Contractor Coordinator		39
	Lineman 1st Class		10
	Service Lineman		34
	Troubleman		20
	Lineman 1st Class		4
	Substation Mechanic Crew Leader		10
	Engineering Drafter		27
	Service Dispatcher		22
	Manager, Lines Field Operations		38
	UG Utility Splicer Crew Leader		36
	Meter Installer		32
	Lineman Crew Leader		22
	Electrician		26
	Administrator, Safety & Training		22
	Troubleman		41
	System Operations Coordinator		39
	Machinist		26
	Engineer, Sr		22
	Lineman 1st Class		18
	Lineman 1st Class		8
	Relay/SCADA Technician		7
	Lineman Crew Leader		30
	Meter Man		28
	Mechanic		27
	Troubleman		8
	Officer, Sr Vice President, Customer Operations		24
	Troubleman		18
	Welder Crew Leader		28
	Lineman Apprentice		3
	System Operations Coordinator		11
	Engineer, Associate		1
	Troubleman		16
	Administrative Clerk		38
	Lineman 1st Class		8
	Relay/SCADA Technician		28
	Lineman Crew Leader		39

[redacted]		Substation Mechanic		[redacted]	32
		Electronic Metering Specialist			28
		Manager, Metering Services			37
		Administrative Clerk			30
		Lead Clerk			35
		Substation Mechanic			23
		Technical Training Coordinator			24
		General Clerk			31
		Demand Meter Reader			33
		Lineman Crew Leader			33
		Team Leader, Customer Service Metering			8
		Real Estate Representative			34
		Administrative Clerk			23
		Section Leader, Network & Substation Operations			16
		Meter Man			24
		Engineering Drafter			24
		Substation Inspector Switchman			28
		Lineman 1st Class			6
		Work Scheduler			11
		Assistant to Engineer, Sr			27
		Assistant to Engineer, Sr			22
		Section Leader, Distribution Operations			42
		Troubleman			14
		Substation Mechanic Crew Leader			27
		Lineman Crew Leader			17
		Lineman 1st Class			4
		Engineer, Sr			23
		Administrative Clerk			28
		Lineman Apprentice			0
		Relay/SCADA Technician			23
		Surveyor			23
		UG Utility Splicer			22
		Cut Off Man			23
		Administrative Clerk			33
		Key Account Executive			31
		Administrative Assistant II			29
		Lineman Crew Leader			27
		Troubleman			40
		Troubleman			11
		Engineer, Sr			22
		Troubleman			14
		Cut Off Man			26
		Substation Inspector Switchman			25
		Electrician			24

[redacted]		Substation Mechanic Crew Leader	[redacted]	34
		Meter Installer		27
		Lineman 1st Class		11
		Engineer, Principal		14
		Substation Mechanic Crew Leader		33
		Building Maintenance Mechanic		23
		Troubleman		39
		Electronic Metering Specialist		24
		Troubleman		28
		Lineman Apprentice		1
		Lineman 1st Class		10
		Engineer, Sr		35
		Contractor Coordinator		38
		Lineman 1st Class		8
		UG Utility Splicer Crew Leader		33
		Lineman 1st Class		8
		Lineman Crew Leader		27
		Substation Inspector Switchman		39
		Engineer, Principal		43
		Section Leader, Electric Delivery Engineering		24
		Administrative Clerk		24
		Lineman 1st Class		11
		Troubleman		26
		Substation Mechanic		28
		System Operator		25
		Administrative Clerk		30
		Lineman 1st Class		4
		Team Leader, Line Clearing		28
		Lineman 1st Class		8
		Service Dispatcher		38
		Assistant to Engineer, Sr		19
		Section Leader, Mechanical		28
		Lineman 1st Class		19
		Lineman 1st Class		10
		AMI System Administrator		20
		Troubleman		20
		Substation Mechanic Crew Leader		25
		UG Utility Splicer		25
		Troubleman		12
		Contractor Coordinator		24
		Lead Clerk		10
		Team Leader, Facilities & Transportation Fleet		6
		Mechanic		4
		Engineer, Sr		28

[redacted]		Technician		[redacted]	27
		Lineman 1st Class			10
		Troubleman			41
		Engineer, General			23
		Lineman Crew Leader			22
		Substation Mechanic			31
		Surveyor			26
		Mechanic			10
		Lineman Crew Leader			28
		Engineer, Sr			39
		Engineer, General			25
		Lineman 1st Class			8
		Lineman 1st Class			11
		Substation Mechanic			24
		Team Leader, Relay/SCADA			30
		Meter Man			33
		Lineman 1st Class			8
		Director, Asset Management			30
		Lineman 1st Class			5
		General Clerk			4
		System Operations Coordinator			28
		Service Dispatcher			20
		Demand Meter Reader			29
		Section Leader, Municipal Lighting Design			27
		Engineer, Sr			1
		Lineman 1st Class			5
		Communications & Control Specialist			23
		Municipal Lighting Representative			35
		Engineer, General			3
		Meter Installer			41
		Engineer, Sr			22
		Technician			39
		Relay/SCADA Technician			22
		Substation Mechanic Crew Leader			20
		Work Coordinator, Asset Support			31
		Lineman 1st Class			39
		Meter Man			33
		Section Leader, Network & Substation Operations			17
		Service Dispatcher			34
		Service Dispatcher			7
		Demand Meter Reader			47
		Lineman 1st Class			13
		Field Safety Coordinator			40
		Lineman 1st Class			11

[redacted]		Section Leader, Facilities & Fleet	[redacted]	34
		Demand Meter Reader		35
		UG Utility Splicer Crew Leader		32
		Administrative Clerk		25
		Power Quality Specialist		29
		UG Utility Splicer Crew Leader		31
		UG Utility Splicer Crew Leader		31
		Assistant to Engineer, Sr		22
		Engineer, General		8
		NERC Compliance Analyst		22
		Demand Meter Reader		39
		Field Safety Coordinator		12
		System Operator		11
		Lineman 1st Class		11
		Assistant Surveyor		34
		Team Leader, Customer Service Metering		5
		Relay/SCADA Technician		8
		Engineer, Sr		29
		Lineman 1st Class		11
		Substation Mechanic		30
		Engineer, Sr		32
		Lineman 1st Class		40
		Real Estate Representative		20
		Lineman Crew Leader		21
		Lineman Crew Leader		23
		Substation Mechanic		27
		Account Executive		27
		System Operator		11
		Lineman Crew Leader		35
		Service Dispatcher		38
		Troubleman		28
		Service Dispatcher		23
		Relay/SCADA Technician		34
		Team Leader, Customer Service Metering		35
		Engineer, Sr		21
		Meter Installer		26
		Substation Mechanic Crew Leader		24
		Engineer, Principal		39
		Meter Installer		28
		UG Construction & Maintenance Man Crew Leader		24
		Director, Engineering		33
		Lineman 1st Class		8
		Team Leader, Energy Control Systems		23
		Building Maintenance Attendant		20

[redacted]		Director		6
		Meter Installer		33
		System Operator		8
		Substation Mechanic		36
		Lineman 1st Class		8
		Lineman 1st Class		5
		Lineman 1st Class		7
		Building Maintenance Mechanic		31
		Manager, Power Delivery Operations		28
		UG Utility Splicer Crew Leader		38
		Substation Mechanic		9
		Lineman Crew Leader		20
		Lineman Apprentice		0
		Engineer		4
		Electronic Metering Specialist		29
		Substation Mechanic Crew Leader		31
		Assistant to Engineer, Sr		23
		Meter Installer		24
		Service Dispatcher		13
		Building Maintenance Mechanic		21
		Demand Meter Reader		39
		Mechanic		23
		Lineman Crew Leader		14
		Lineman 1st Class		10
		Assistant to Engineer, Sr		23
		Meter Man		30
		Engineer, Lead		4
		Engineer, Sr		31
		Lineman Crew Leader		20
		Municipal Lighting Representative		32
		Manager, Electric Delivery Engineering		28
		Mechanic		22
		Engineer, Sr		33
		Assistant to Engineer, Sr		20
		Sr CAD Coordinator		8
		Section Leader, Lines Operations		24
		Meter Installer		29
		Service Lineman		36
		Lineman Apprentice		0
		Power Quality Specialist		21
		Lineman Apprentice		0
		Key Account Executive		38
		Metering Specialist		33
		Administrative Clerk		20

Kuszmaul, Donald L	[redacted]	Section Leader, Distribution Operations	[redacted]	21
		Meter Man		25
		Section Leader, Facilities & Fleet		4
		Team Leader, Safety & Training		28
		Assistant to Engineer, Sr		31
		Lineman Apprentice		5
		Troubleman		39
		Meter Installer		1
		Section Leader, Network & Substation Operations		38
		Section Leader, Major Underground Projects		38
		Service Dispatcher		38
		Technical Training Specialist		26
		Section Leader, Network & Substation Operations		41
		Substation Mechanic		18
		Meter Installer		31
		Technician		23
		Work Scheduler		22
		Lead Clerk		29
		Section Leader, Construction		24
		Section Leader, Land Surveying		28
		Engineer, Sr		22
		Lineman 1st Class		14
		Substation Mechanic		11
		Assistant to Engineer, Sr		30
		Team Leader, PD Administrative Support		29
		Team Leader, Contract Management		34
		Engineer, Principal		38
		Lineman 1st Class		25
		General Construction & Equipment Operator Crew Leader		30
		Demand Meter Reader		33
		System Operations Coordinator		24
		Building Maintenance Attendant		27
		Lineman Crew Leader		19
		Team Leader, Lines Scheduling		39
		Lead Clerk		9
		Engineering Drafter		30
		Administrative Clerk		10
		System Operations Coordinator		46
		Service Lineman		44
		Lineman 1st Class		13
		Troubleman		39
		Substation Mechanic		7
		Service Dispatcher		24
		Mechanic		27

[redacted]	Manager, Customer Solutions		[redacted]	39
	Meter Man			31
	Lead System Operations Coordinator			34
	Lineman Crew Leader			19
	Meter Man			39
	Lineman 1st Class			8
	Section Leader, Distribution Operations			25
	Administrative Clerk			23
	Meter Man			29
	Substation Mechanic			31
	Painter			32
	Engineer, Sr			41
	Mechanic			7
	Principal Engineer			19
	Mechanic			33
	Substation Mechanic			32
	System Operations Coordinator			6
	Meter Man			43
	Service Dispatcher			39
	Lineman Crew Leader			32
	Mechanic			22
	Lineman 1st Class			7
	System Operator			27
	NERC Compliance Analyst			5
	Team Leader, Advanced Metering Technology			4
	Team Leader, Electric Delivery Operations Support			23
	System Operations Coordinator			23
	Meter Man			28
	Lineman Apprentice			4
	Building Maintenance Mechanic			24
	Manager, Substation & Network Field Operations			37
	Relay/SCADA Technician			9
	Substation Mechanic Crew Leader			22
	NERC Compliance Analyst			0
	Engineer, Principal			25
	Engineer, Principal			32
	Section Leader, Lines Operations			29
	Administrative Clerk			27
	Assistant to Engineer, Sr			22
	Contractor Coordinator			32
	Contractor Coordinator			4
	Service Dispatcher			19
	Substation Mechanic Crew Leader			9
	Meter Man		[redacted]	36

[redacted]	Relay/SCADA Technician	[redacted]	32
	Strategic Account Executive		42
	Facilities Coordinator		28
	Team Leader, Transmission Design & Maintenance		23
	Engineer, Principal		3
	Assistant to Engineer, Sr		24
	CIP Cyber Security Analyst		35
	Substation Mechanic		22
	Lineman Crew Leader		18
	Lineman Apprentice		0
	Lineman 1st Class		30
	Graduate Student		4
	Strategic Account Executive		29
	Engineer, Sr		41
	Lead Clerk		24
	Section Leader, Service Operations		45
	Substation Mechanic Crew Leader		28
	Substation Mechanic		30
	Troubleman		31
	Lineman Crew Leader		30
	Lineman 1st Class		11
	Demand Meter Reader		34
	Lineman Crew Leader		24
	Patrolman		28
	Work Scheduler		22
	Section Leader, Distribution Operations		40
	Meter Man		40
	Substation Mechanic		22
	Lineman Apprentice		4
	Lineman 1st Class		8
	Project Manager, Asset Management		31
	Database Administrator, MISO Interface		29
	Engineer, Principal		36
	Lineman Crew Leader		14
	Meter Installer		25
	Lead Clerk		10
	Director, Transmission Field Operations		32
	Patrolman		8
	Engineering Drafter		23
	Lineman 1st Class		8
	Lineman 1st Class		9
	Engineer, Associate		3
	Assistant to Engineer, Sr		23
	Section Leader, Metering Admin Support & Mobile Data		33

	Lineman Apprentice		0
	UG Utility Splicer Crew Leader		43
	Municipal Lighting Representative		26
	Lineman 1st Class		5
	Meter Man		24
	Substation Mechanic Crew Leader		23
	Troubleman		28
	Section Leader, Distribution Operations		17
	Lineman Crew Leader		23
	Contractor Coordinator		14
	CIP Cyber Security Analyst		10
	Administrative Assistant III		28
	Lineman 1st Class		4
	Assistant to Engineer, Sr		32
	Director, Distribution Field Operations		6
	Troubleman		37
	Engineer, Sr		21
	Painter		27
	Account Executive		30
	Lineman Crew Leader		23
	Metering Specialist		46
	Lineman Crew Leader		25
	Lineman 1st Class		22
	Demand Meter Reader		26
	Engineer, Sr		24
	Troubleman		16
	Meter Man		33
	Engineer, Associate		0
	Lineman 1st Class		5
	Substation Mechanic		22
	Communications & Control Specialist		22
	Section Leader, Distribution Operations		28
	Engineer, General		22
	UG Utility Splicer Crew Leader		33
	Manager, Transmission Operations		3
	Work Scheduler		20
	Relay/SCADA Technician		35
	Painter		34
	Electronic Metering Specialist		24
	Mechanic		34
	Lineman 1st Class		8
	Assistant to Engineer, Sr		33
	UG Construction & Maintenance Man		23
	Lineman 1st Class		8

[redacted]	Work Scheduler	[redacted]	27
	Substation Mechanic Crew Leader		23
	Substation Inspector Switchman		18
	Lead Clerk		24
	Lineman Crew Leader		28
	Manager, Substation & Protection Engineering		38
	Service Dispatcher		28
	Lineman 1st Class		4
	Lineman 1st Class		8
	Engineer, Principal		30
	Building Maintenance Attendant		24
	Service Dispatcher		36
	Lineman 1st Class		10
	Substation Mechanic Crew Leader		26
	Relay/SCADA Technician		28
	System Operations Coordinator		27
	Carpenter		28
	Building Maintenance Mechanic		26
	Substation Mechanic		34
	Relay/SCADA Technician		23
	Substation Mechanic		30
	Troubleman		8
	Mechanic		8
	Section Leader, Construction		41
	Administrative Clerk		24
	Manager, NERC Compliance		25
	Lineman Crew Leader		21
	Team Leader, Major Distribution Projects Engineering		40
	Carpenter		28
	Service Dispatcher		39
	Lineman 1st Class		8
	Relay/SCADA Technician		22
	Administrative Clerk		20
	Troubleman		40
	Team Leader, Customer Projects Engineering		25
	Contractor Coordinator		22
	Operator Heavy Mobile Equipment		27
	Lineman Crew Leader		29
	Relay/SCADA Technician		7
	Section Leader, Drafting & Records		22
	Lineman Crew Leader		24
	Troubleman		35
	Troubleman		8
	Director, Strategic Accounts & Marketing		32

[redacted]		Relay/SCADA Technician		32
		Strategic Account Executive		30
		UG Utility Splicer		20
		Cut Off Man		25
		Engineering Drafter		10
		Cut Off Man		28
		UG Utility Splicer Crew Leader		35
		UG Construction & Maintenance Man		31
		Engineering Drafter		26
		Engineer, Sr		38
		Work Scheduler		26
		Team Leader, Chief Engineer		27
		Lineman Crew Leader		22
		Assistant to Engineer, Sr		40
		Project Coordinator		21
		Lineman Apprentice		0
		Administrative Clerk		24
		Contractor Coordinator		23
		Engineer, Sr		29
		Substation Mechanic Crew Leader		29
		Surveyor		8
		Lineman 1st Class		7
		Technician		25
		Lineman 1st Class		11
		Troubleman		23
		Engineer		2
		Lead Clerk		10

Powe livery
Replac t Chart

Incumbent	Position Name	Anticipated Date of Loss	Replacement Methodology	Successor #1	Successor #2	Successor #3
[redacted]	Account Executive	Multiple	Internal Hire	Corporate Affairs	Customer Services	
	Administrative Assistant II	10+ Years	External Hire			
	Administrative Assistant III	10+ Years	External Hire			
	Administrative Clerk	Multiple	External Hire			
	Administrator, Safety & Training	10+ Years	Internal Hire	Linemen Classification	Sub-Mechanic Classification	
	AMI System Administrator	10+ Years	Internal Hire	Metering Personnel		
	Assistant Surveyor	5-9 Years	External Hire			
	Assistant to Engineer, Sr	Multiple	Internal Hire	IBEW internal bidding process		
	Building Maintenance Attendant	Multiple	Redeploy People or Work			
	Building Maintenance Mechanic	Multiple	Redeploy People or Work			
	Carpenter	Multiple	Redeploy People or Work			
	CIP Cyber Security Analyst	Multiple	External Hire	Possibly from IT		
	Communications & Control Specialist	Multiple	Internal Hire	IBEW internal bidding process	Possibly I&E from plants	Possibly I&E from Sub-Mechanics
	Contractor Coordinator	Multiple	Internal Hire	Linemen Classification	Sub-Mechanic Classification	
	Cut Off Man	Multiple	Internal Hire	IBEW internal bidding process	Possibly from plants	
	Database Administrator, MISO Interface	0-4 Years	External Hire	Possibly from IT		
	Demand Meter Reader	Multiple	Redeploy People or Work	Will be redeplyed after AMI.		

Powe[illegible]livery
Replac[illegible]t Chart

[redacted]	Director	0-4 Years	Redeploy People or Work			
	Director, Asset Management	5-9 Years	Internal Hire	[redacted]	[redacted]	[redacted]
	Director, Distribution Field Operations	10+ Years	Internal Hire			
	Director, Engineering	5-9 Years	Internal Hire			
	Director, Strategic Accounts & Marketing	5-9 Years	Internal Hire			
	Director, Transmission Field Operations	5-9 Years	Internal Hire			
	Electrician	Multiple	Redeploy People or Work			
	Electronic Metering Specialist	Multiple	Internal Hire	IBEW internal bidding process		
	Engineer	Multiple	External Hire	Engineering progression		
	Engineer, Associate	10+ Years	External Hire			
	Engineer, General	Multiple	External Hire	Engineering progression		
	Engineer, Lead	Multiple	External Hire	Engineering progression		
	Engineer, Principal	0-4 Years	External Hire	Engineering progression		
	Engineer, Principal	0-4 Years	External Hire	Engineering progression		
	Engineer, Principal	0-4 Years	External Hire	Engineering progression		
	Engineer, Principal	0-4 Years	External Hire	Engineering progression		
	Engineer, Principal	5-9 Years	External Hire	Engineering progression		
	Engineer, Principal	5-9 Years	External Hire	Engineering progression		
	Engineer, Principal	10+ Years	External Hire	Engineering progression		

Powe livery
Replac t Chart

[redacted]	Engineer, Principal	10+ Years	External Hire	Engineering progression		
	Engineer, Principal	10+ Years	External Hire	Engineering progression		
	Engineer, Sr	Multiple	Internal Hire	IBEW internal bidding process		
	Engineering Drafter	Multiple	Internal Hire	IBEW internal bidding process		
	Facilities Coordinator	0-4 Years	Internal Hire	Linemen Classification		
	Field Safety Coordinator	0-4 Years	External Hire			
	Field Safety Coordinator	10+ Years	External Hire			
	General Clerk	Multiple	External Hire			
	General Construction & Equipment Operator Crew Leader	0-4 Years	Redeploy People or Work			
	Graduate Student	10+ Years	External Hire			
	Key Account Executive	5-9 Years	Develop Internally			
	Lead Clerk	Multiple	External Hire			
	Lead System Operations Coordinator	0-4 Years	Develop Internally	[redacted]		
	Lineman (Apprentice, 1st Class, Crew Leaders)	Multiple	External Hire			
	Machinist	0-4 Years	External Hire			
	Manager, Customer Solutions	0-4 Years	Redeploy People or Work			
	Manager, Electric Delivery Engineering	0-4 Years	Develop Internally			
	Manager, Lines Field Operations	5-9 Years	Develop Internally			
	Manager, Metering Services	5-9 Years	Develop Internally			

Powe[illegible]livery
Replac[illegible]t Chart

[redacted]	Manager, NERC Compliance	10+ Years	External Hire			
	Manager, Power Delivery Operations	5-9 Years	Develop Internally	[redacted]		
	Manager, Substation & Network Field Operations	0-4 Years	Develop Internally			
	Manager, Substation & Protection Engineering	0-4 Years	Develop Internally			
	Manager, Transmission Operations	10+ Years	Develop Internally			
	Mechanic	Multiple	Redeploy People or Work			
	Meter Installer	Multiple	Internal Hire	IBEW internal bidding process		
	Meter Man	Multiple	Internal Hire	IBEW internal bidding process		
	Metering Specialist	Multiple	Internal Hire	IBEW internal bidding process		
	Municipal Lighting Representative	Multiple	Internal Hire	Contract Coordinators	Linemen Classification	
	NERC Compliance Analyst	Multiple	External Hire			
	Officer, Sr Vice President, Customer Operations	10+ Years	Develop Internally	[redacted]		
	Operator Heavy Mobile Equipment	10+ Years	Internal Hire	IBEW internal bidding process		
	Painter	Multiple	Redeploy People or Work			
	Patrolman	Multiple	Internal Hire	IBEW internal bidding process		
	Power Quality Specialist	Multiple	Internal Hire	IBEW internal bidding process		
	Project Coordinator	10+ Years	Internal Hire			
	Project Manager, Asset Management	0-4 Years	External Hire			
	Real Estate Representative	Multiple	External Hire			

Powe[illegible]livery
Replac[illegible]t Chart

[redacted]	Relay/SCADA Technician	Multiple	Internal Hire	IBEW internal bidding process	[illegible] mechanics and/or external	
	Section Leader, Construction	Multiple	Develop Internally			
	Section Leader, Distribution Operations	Multiple	Develop Internally			
	Section Leader, Drafting & Records	10+ Years	Develop Internally			
	Section Leader, Electric Delivery Engineering	10+ Years	Develop Internally			
	Section Leader, Facilities & Fleet	Multiple	External Hire			
	Section Leader, Land Surveying	5-9 Years	External Hire			
	Section Leader, Lines Operations	Multiple	Develop Internally			
	Section Leader, Major Underground Projects	0-4 Years	Develop Internally			
	Section Leader, Mechanical	0-4 Years	Redeploy People or Work			
	Section Leader, Metering Admin Support & Mobile Data	0-4 Years	External Hire			
	Section Leader, Municipal Lighting Design	10+ Years	Develop Internally			
	Section Leader, Network & Substation Operations	Multiple	Develop Internally			
	Section Leader, Service Operations	0-4 Years	Redeploy People or Work			
	Service Dispatcher	Multiple	Internal Hire	IBEW internal bidding process		
	Service Lineman	Multiple	Redeploy People or Work			
	Sr CAD Coordinator	10+ Years	External Hire			
	Strategic Account Executive	Multiple	Develop Internally			
	Substation Inspector Switchman	Multiple	Internal Hire	IBEW internal bidding process		

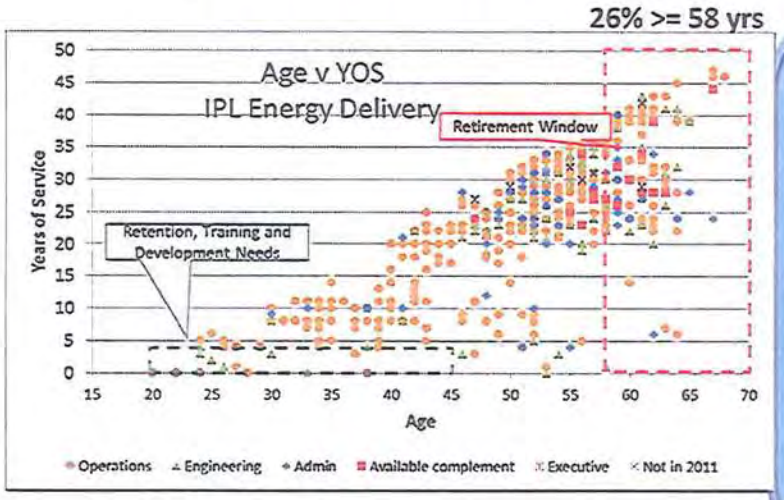
Powe- -livery
Replac. ıt Chart

Multiple	Substation Mechanic (including crew leaders)	Multiple	Internal Hire	IBEW internal bidding process		
Multiple	Surveyor	Multiple	Internal Hire	IBEW internal bidding process		
Multiple	System Operations Coordinator	Multiple	Develop Internally	Existing System Operators		
Multiple	System Operator	Multiple	External Hire			
[redacted]	Team Leader, Advanced Metering Technology	10+ Years	Develop Internally			
	Team Leader, Chief Engineer	5-9 Years	Develop Internally	[redacted]		
	Team Leader, Contract Management	5-9 Years	Develop Internally			
	Team Leader, Customer Projects Engineering	10+ Years	Develop Internally			
	Team Leader, Customer Service Metering	5-9 Years	Develop Internally			
	Team Leader, Customer Service Metering	5-9 Years	Develop Internally			
	Team Leader, Customer Service Metering	10+ Years	Develop Internally			
	Team Leader, Electric Delivery Operations Support	5-9 Years	External Hire			
	Team Leader, Energy Control Systems	10+ Years	External Hire			
	Team Leader, Facilities & Transportation Fleet	0-4 Years	Develop Internally	[redacted]		
	Team Leader, Line Clearing	5-9 Years	External Hire			
	Team Leader, Lines Scheduling	0-4 Years	Internal Hire			
	Team Leader, Major Distribution Projects Engineering	0-4 Years	Develop Internally			
	Team Leader, PD Administrative Support	10+ Years	Develop Internally			
	Team Leader, Relay/SCADA	0-4 Years	Develop Internally			

Powe livery
Replac t Chart

[redacted]	Team Leader, Safety & Training	10+ Years	External Hire	Corporate Safety		
	Team Leader, Transmission Design & Maintenance	10+ Years	Develop Internally			
	Technical Training Coordinator	0-4 Years	External Hire			
	Technical Training Specialist	10+ Years	Develop Internally	System Coordinators		
	Technician	Multiple	Redeploy People or Work			
	Troubleman	Multiple	Internal Hire	IBEW internal bidding process	Linemen Classification	
	UG Construction & Maintenance Man (including crew leader)	Multiple	Redeploy People or Work			
	UG Utility Splicer (including crew leader)	Multiple	Internal Hire	IBEW internal bidding process		
	Work Coordinator, Asset Support	10+ Years	Internal Hire			
	Work Scheduler	Multiple	Internal Hire	Linemen Classification		

But similar to other utilities, IPL is facing an exodus of retirees that will not only further thin the staffing, but will also leave with vast knowledge.



Current Assessment

Facts:

The IPL Power Delivery Division has an age demographic profile not uncommon to the industry (almost half of its employees are likely nearing retirement over the next 10 years) and the number of new hires (those with less than 5 years of service) will not be sufficient to offset the impact.

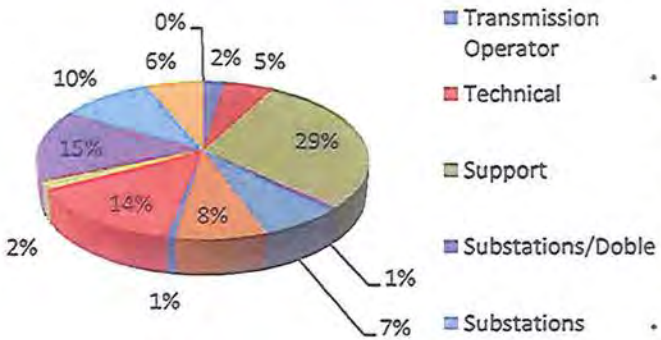
This projected exodus of experienced personnel include a number of positions requiring an overlap in hiring (allow for the orderly transfer of system knowledge) – e.g. line workers, cable splicing, specialty engineering and management

There is no apparent initiative underway to "get ahead of this issue" or to institutionalize the knowledge and experience represented by these employees

Implication:

The IPL Power Delivery is at a critical juncture where the impending departure of a high percentage of the staff either poses a significant risk (inaction) or great opportunity (proactive action)

Employees within the Retirement Window



There are 128 employees within the retirement window of >= 58 years old. This accounts for 26% of the T&D Employee base.

Risk

- Loss of institutional knowledge and expertise (particularly in skilled positions). Experience-based intuition cannot always be found in asset condition reports and maintenance records. Even the most comprehensive process manual requires some level of intuitive judgment to achieve optimal results.
- Limited management and supervisory experience will require training, mentoring and transition planning.

What's at Stake?

Failure to effectively address this issue could offset much of the anticipated value of this performance improvement plan, and result in added inefficiencies (higher cost)

Opportunity

- With careful selection of these resources, this can reduce resistance to change among the staff that remain within the core business.
- Infusion of "new talent" can revitalize core knowledge base re: new technologies and reduce inertia to change

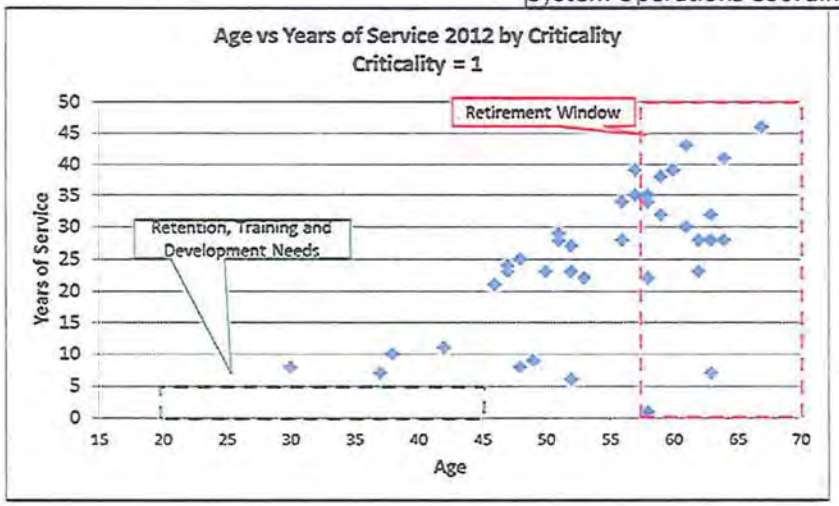
UMS INFORMATION

To further evaluate the severity of pending retirements, job classifications have been identified by criticality.....

Criticality 1 Job Classifications:

These are critical positions that requires specific skills and knowledge of the IPL system. It is assumed that these attributes are not readily available on the open labor market and will require significant training and / or time in position to gain specialized knowledge of IPL system. Specific succession strategies should be in place to address risk of turnover in these positions.

Job Classifications	Area	Role
CIP Cyber Security Analyst	Engineering	Compliance
Engineer - Planning	Engineering	Design
Engineer - Protection	Engineering	Design
Engineer - Transmission	Engineering	Design
Section Leader, Major Underground Projects	Engineering	Leadership
Team Leader, Transmission Design & Maintenance	Engineering	Leadership
Manager, Substation & Protection Engineering	Engineering	Management
Engineer - Relay	Engineering	Support
Engineer - SCADA	Engineering	Support
Team Leader, Energy Control Systems	Operations	Leadership
Team Leader, Relay/SCADA	Operations	Leadership
Manager, Power Delivery Operations	Operations	Management
Relay/SCADA Technician	Operations	Technical
Lead System Operations Coordinator	Operations	Transmission Operator
System Operations Coordinator	Operations	Transmission Operator



There are a total of 41 current positions identified with a criticality 1. Of those,18 are within the retirement window. As important is there are 0 personnel in the Training window for these positions.

UMS INFORMATION

.... 2nd tier criticality job classifications

Criticality 2 Job Classifications:

A vital position that requires unique skills and abilities to effectively perform in the designated role / position. Resources possessing the required attributes may be internal but would require structured training and / or development to prepare for the assumption of these duties. External resources would be available but would require specific strategies to identify and obtain.

Job Classifications	Area	Role
Team Leader, Safety & Training	Admin	Leadership
Manager, NERC Compliance	Admin	Management
Manager, Power Delivery Lines Operations	Admin	Management
Section Leader, Distribution Operations	Operations	Leadership
Section Leader, Network & Substation Operations	Operations	Leadership
Lineman 1st Class	Operations	Linemen
Lineman Crew Leader	Operations	Linemen
Service Dispatcher	Operations	Linemen
Troubleman	Operations	Linemen
UG Utility Splicer	Operations	Linemen
UG Utility Splicer Crew Leader	Operations	Linemen
Director, Power Delivery Operations	Operations	Management
Director, Power Delivery Services	Operations	Management
Manager, Lines Field Operations	Operations	Management
Manager, Metering Services	Operations	Management
Manager, Substation & Network Field Operations	Operations	Management
Manager, Transmission Operations	Operations	Management
Electronic Metering Specialist	Operations	Meters
Metering Specialist	Operations	Meters
Database Administrator, MISO Interface	Operations	Operations Tech Support
Electrician	Operations	Substation
Substation Inspector Switchman	Operations	Substation
Substation Mechanic	Operations	Substation
Substation Mechanic Crew Leader	Operations	Substation
Communications and Control Specialist	Operations	Support
Power Quality Specialist	Operations	Support
System Operator	Operations	Transmission Operator
Engineer - Network	Engineering	Design
Engineer - Substation	Engineering	Design
Team Leader, Chief Engineer	Engineering	Leadership
Team Leader, Customer Projects Engineering	Engineering	Leadership
Team Leader, Major Distribution Projects Engineering	Engineering	Leadership
Manager, Asset Management	Engineering	Management
Engineer - Operations Tech	Engineering	Support

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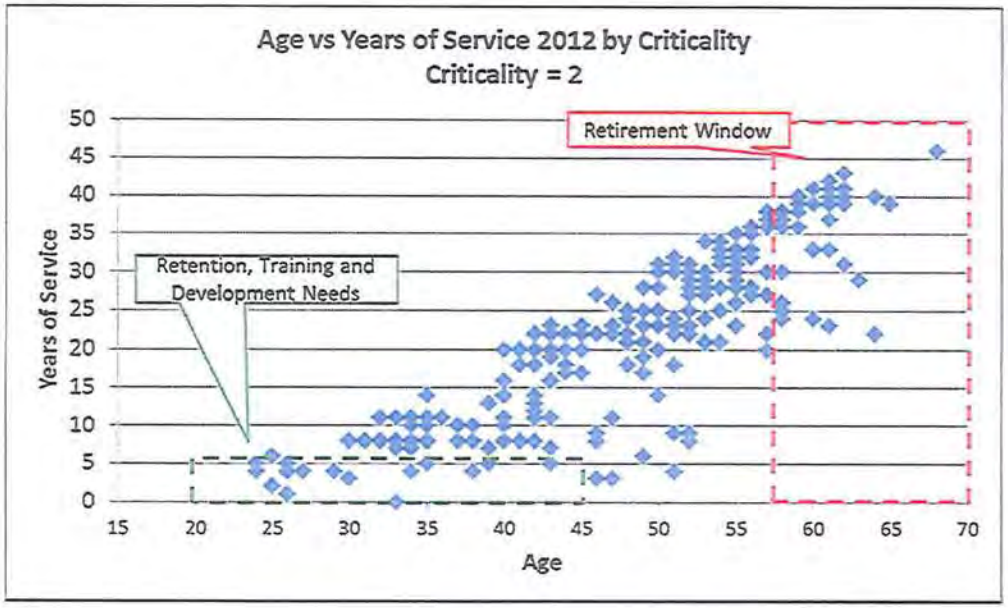
.... 2nd tier criticality job classifications



There are a total 243 current positions identified with a criticality 2. A total of 41 of those position are currently in the retirement window of >=58 years old.

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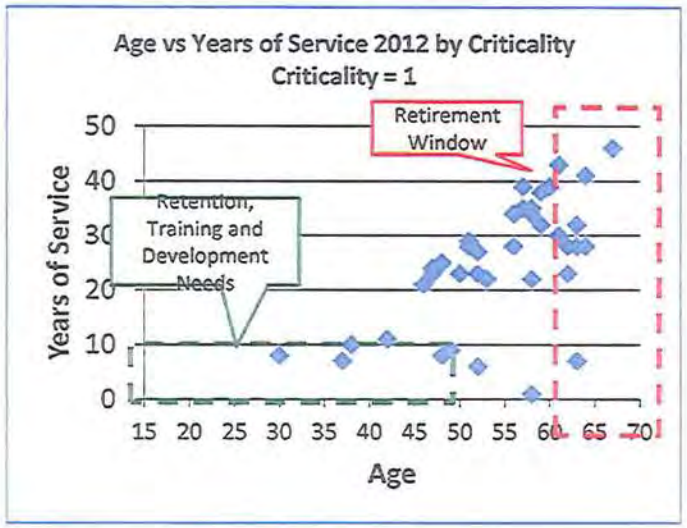
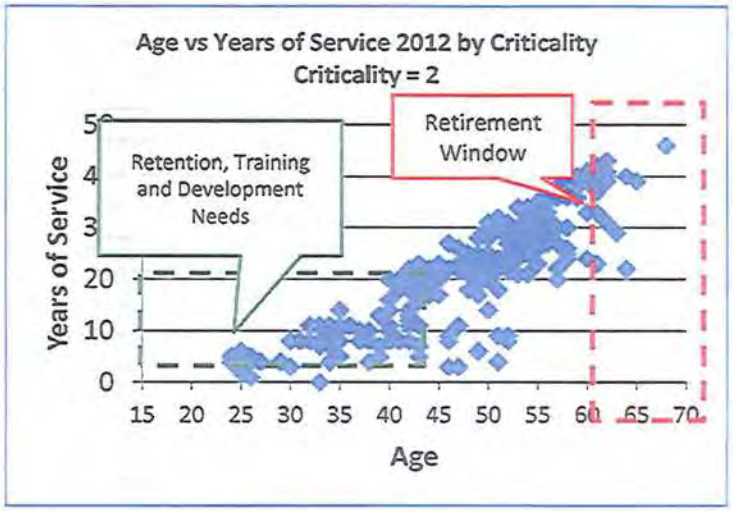
NOTE

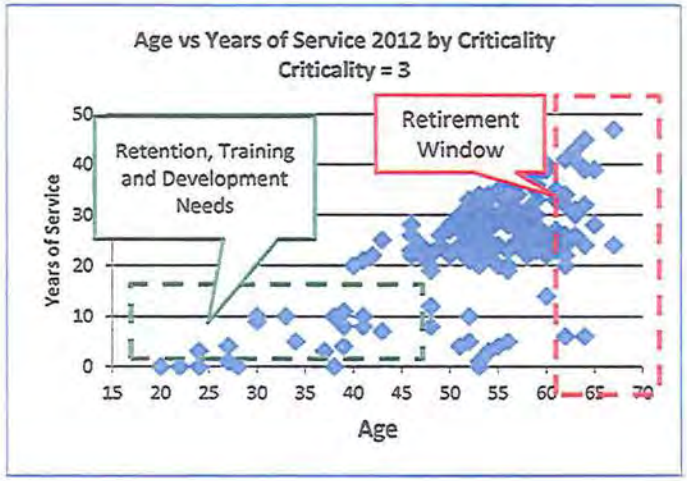
- Linemen are often considered a critical position. While true linemen are not typically hired off the street, there is usually an internal feeder pool through apprenticeships
- Apprentice Linemen are rated as a Critical 3 because most new hires are directly from outside the company. For the purpose of succession planning, a Lineman Apprentice is rated as .75 a FTE for a period of 4 years. It is also noted that the total number of Apprentice Linemen can not be greater than 20% of the total of 1st class Linemen.

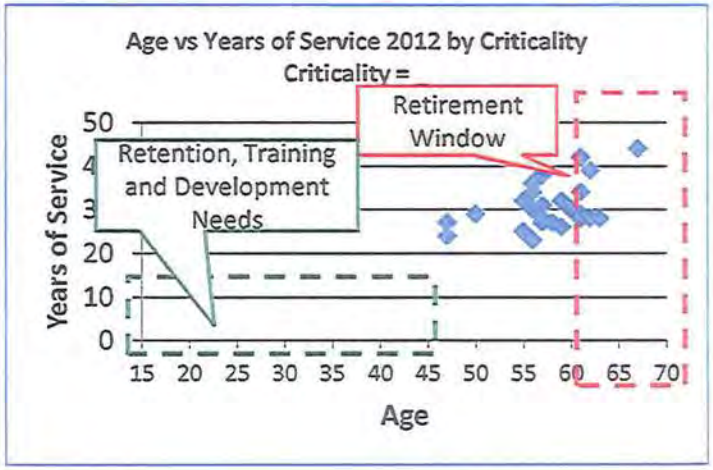
Criticality 3 Job Classifications - While no less important, these positions require attributes and knowledge that are more readily available either internal to IPL or on the open labor market. Minimum strategies are required for implementing effective succession plans for these positions.

Retirement Eligibility By Position Criticality …









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Staff Position Criticality Analysis ...

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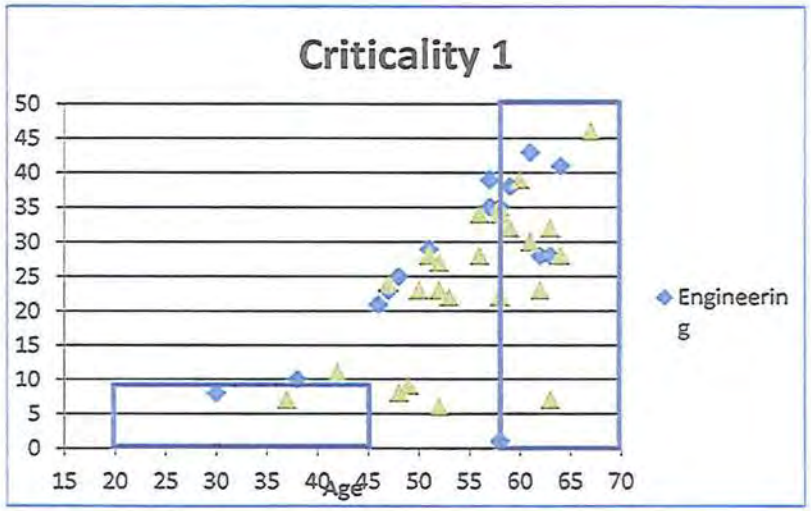

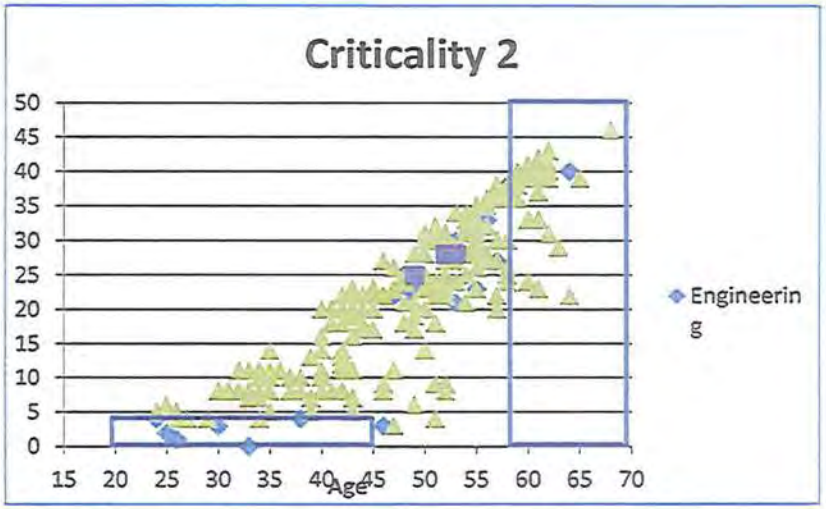

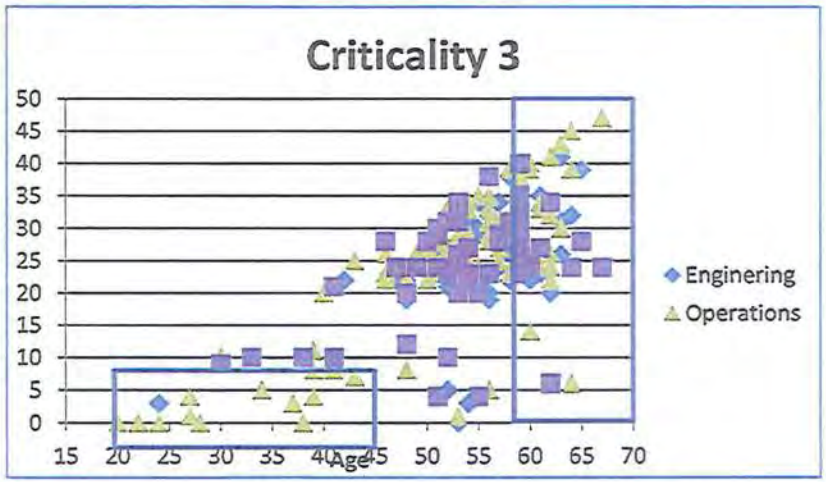

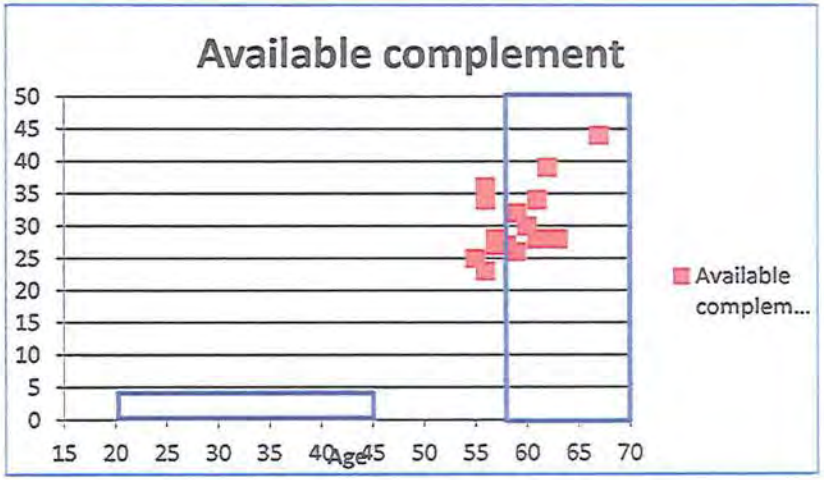

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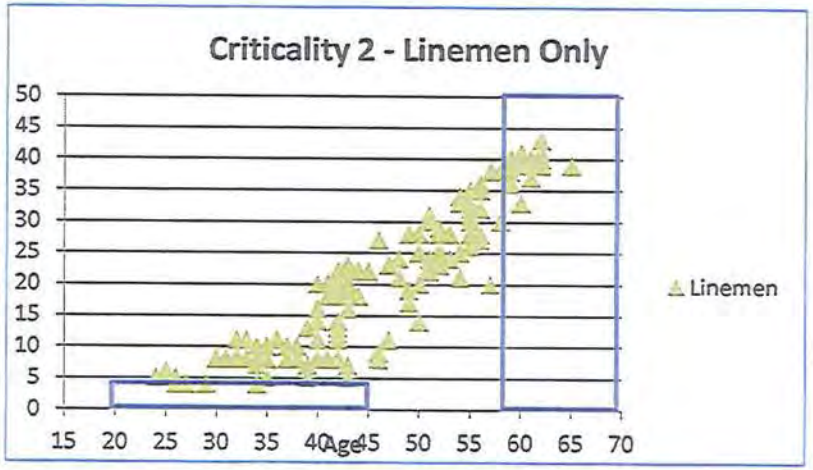
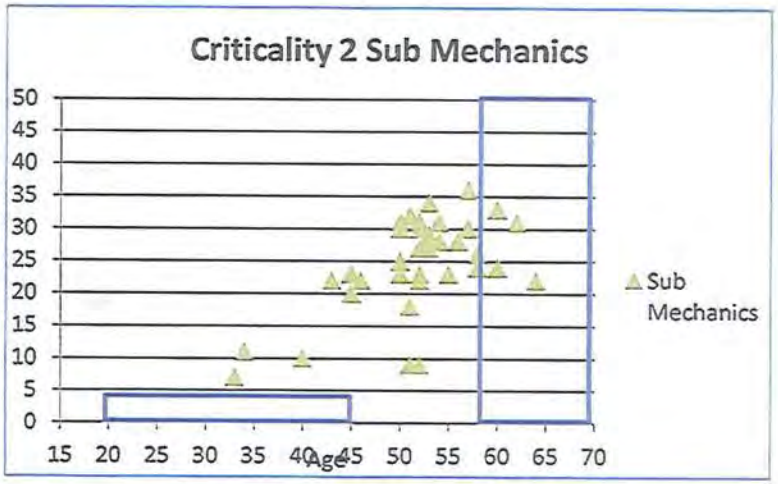
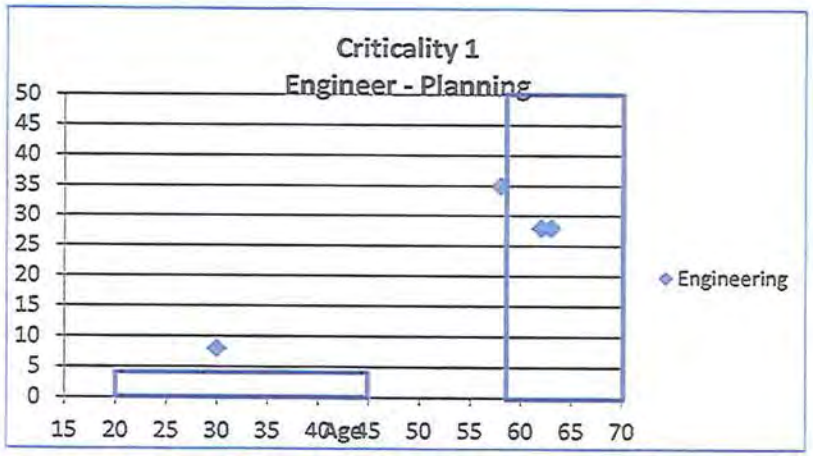
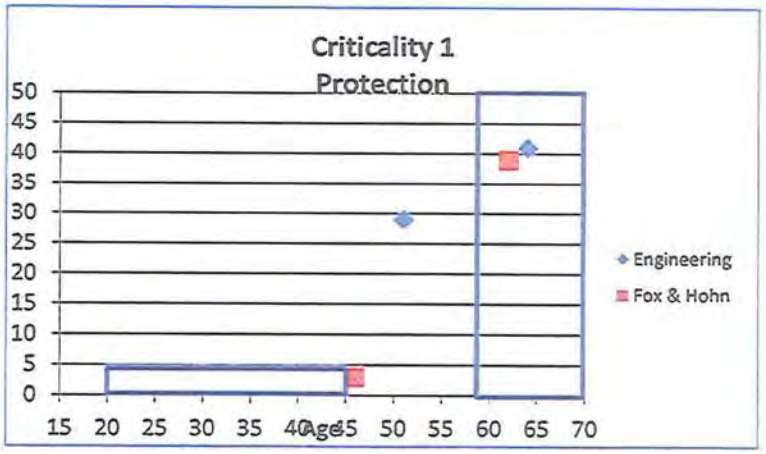
Staff Position Criticality Analysis ...(Continued)









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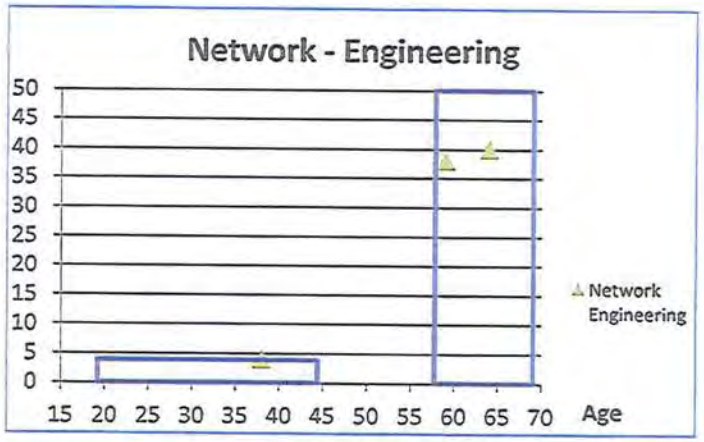
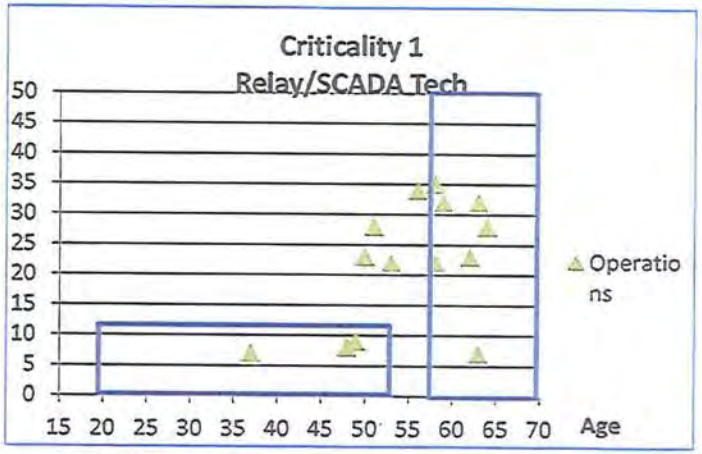
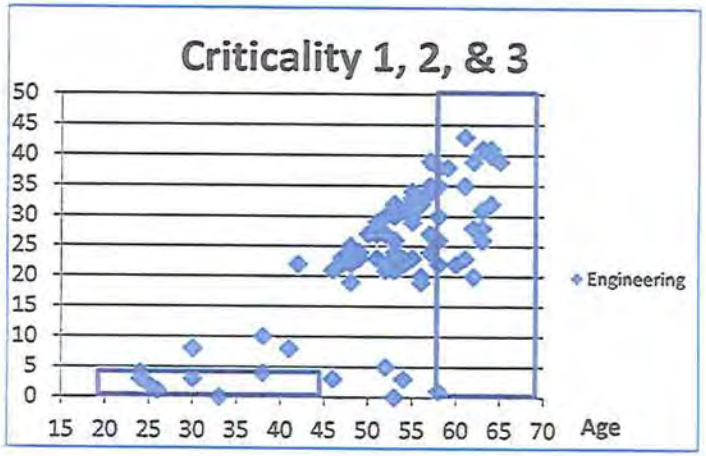
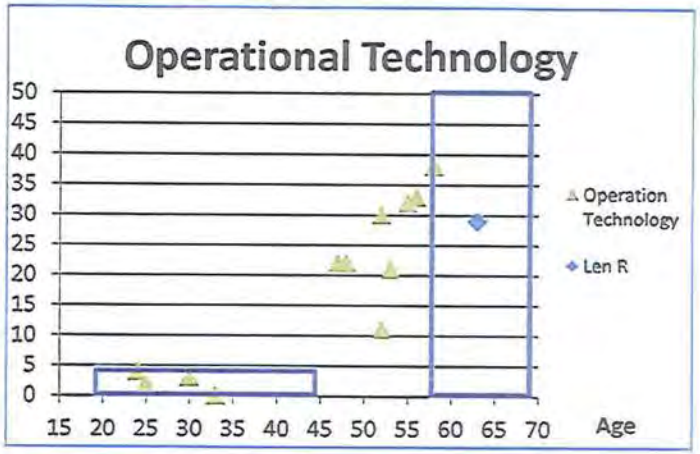
Staff Position Criticality Analysis ...(Continued)

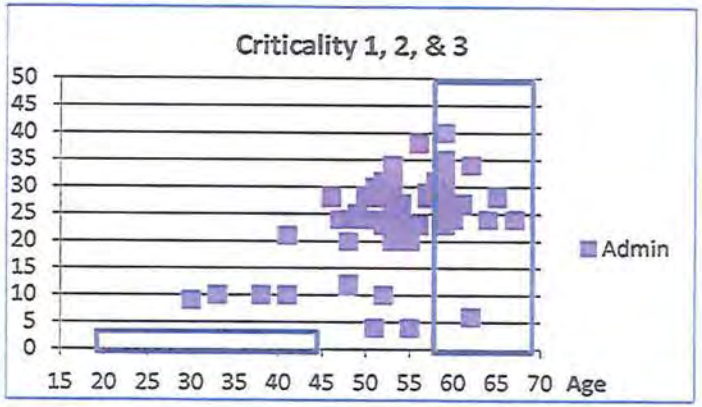


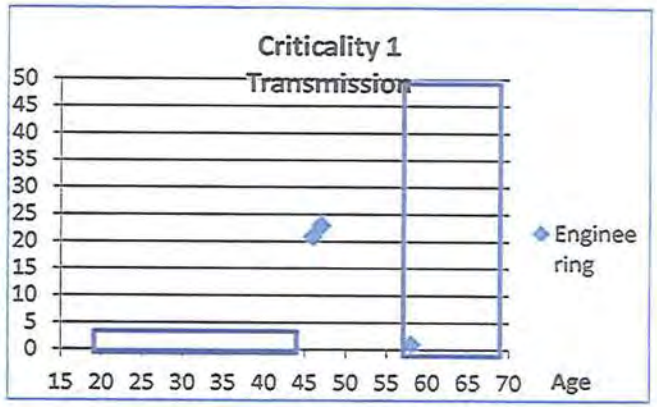


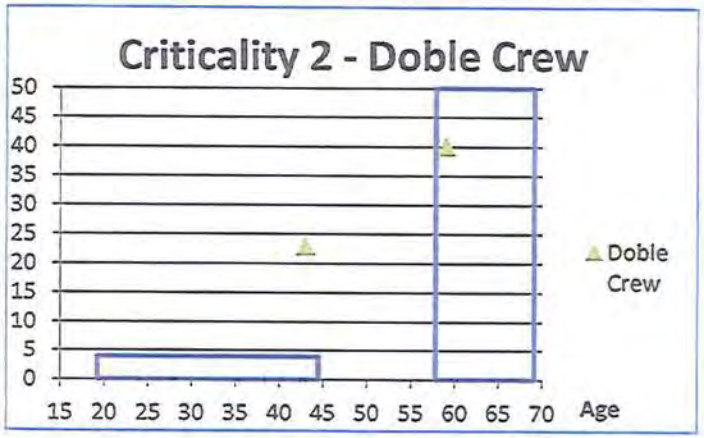




Staff Position Criticality Analysis ...(Continued)







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Name	Position	AGE (2012)	YOS (2012)	Job Classifications	Area	Criticality	Age	YOS
[redacted]	CIP Cyber Security Analyst	[redacted]	35	CIP Cyber Security Analyst	Engineering	1	[redacted]	35
	CIP Cyber Security Analyst		10	CIP Cyber Security Analyst	Engineering	1		10
	Engineer, General		8	Engineer - Planning	Engineering	1		8
	Engineer, Sr		35	Engineer - Planning	Engineering	1		35
	Engineer, Sr		28	Engineer - Planning	Engineering	1		28
	Engineer, Sr		29	Engineer - Protection	Engineering	1		29
	Engineer, Sr		41	Engineer - Protection	Engineering	1		41
	Engineer, Sr		1	Engineer - Transmission	Engineering	1		1
	Engineer, Sr		21	Engineer - Transmission	Engineering	1		21
	Manager, Electric Delivery Engine		28	Manager, Electric Delivery Engineer	Engineering	1		28
	Section Leader, Major Undergrou		38	Section Leader, Major Underground	Engineering	1		38
	Team Leader, Transmission Desig		23	Team Leader, Transmission Design I	Engineering	1		23
	Engineer, General		25	Engineer - Meter	Engineering	1		25
	Engineer, Principal		25	Engineer - Relay	Engineering	1		25
	Engineer, Sr		39	Engineer - Relay	Engineering	1		39
	Engineer, Principal		43	Engineer - SCADA	Engineering	1		43
	Team Leader, Energy Control Syst		23	Team Leader, Energy Control Syster	Operations	1		23
	Team Leader, Relay/SCADA		30	Team Leader, Relay/SCADA	Operations	1		30
	Relay/SCADA Technician		7	Relay/SCADA Technician	Operations	1		7
R	Relay/SCADA Technician		28	Relay/SCADA Technician	Operations	1		28
	Relay/SCADA Technician		23	Relay/SCADA Technician	Operations	1		23
	Relay/SCADA Technician		22	Relay/SCADA Technician	Operations	1		22
	Relay/SCADA Technician		8	Relay/SCADA Technician	Operations	1		8
	Relay/SCADA Technician		34	Relay/SCADA Technician	Operations	1		34
	Relay/SCADA Technician		9	Relay/SCADA Technician	Operations	1		9
	Relay/SCADA Technician		32	Relay/SCADA Technician	Operations	1		32
	Relay/SCADA Technician		35	Relay/SCADA Technician	Operations	1		35
	Relay/SCADA Technician		28	Relay/SCADA Technician	Operations	1		28
	Relay/SCADA Technician		23	Relay/SCADA Technician	Operations	1		23
	Relay/SCADA Technician		22	Relay/SCADA Technician	Operations	1		22
	Relay/SCADA Technician		7	Relay/SCADA Technician	Operations	1		7
	Relay/SCADA Technician		32	Relay/SCADA Technician	Operations	1		32
	Lead System Operations Coordina		34	Lead System Operations Coordinatc	Operations	1		34
	System Operations Coordinator		39	System Operations Coordinator	Operations	1		39
	System Operations Coordinator		11	System Operations Coordinator	Operations	1		11
	System Operations Coordinator		28	System Operations Coordinator	Operations	1		28
	System Operations Coordinator		24	System Operations Coordinator	Operations	1		24
	System Operations Coordinator		46	System Operations Coordinator	Operations	1		46
	System Operations Coordinator		6	System Operations Coordinator	Operations	1		6
	System Operations Coordinator		23	System Operations Coordinator	Operations	1		23
	System Operations Coordinator		27	System Operations Coordinator	Operations	1		27
	Team Leader, Safety & Training		28	Team Leader, Safety & Training	Admin	2		28
	Manager, NERC Compliance		25	Manager, NERC Compliance	Admin	2		25
	Manager, Power Delivery Operati		28	Manager, Power Delivery Operatior	Admin	2		28
	Engineer		4	Engineer - Network	Engineering	2		4
	Engineer, Associate		1	Engineer - Substations	Engineering	2		1
	Engineer, General		23	Engineer - Substations	Engineering	2		23
	Engineer, General		3	Engineer - Substations	Engineering	2		3
	Engineer, Principal		39	Engineer - Substations	Engineering	2		39
	Engineer, Sr		23	Engineer - Substations	Engineering	2		23
	Team Leader, Chief Engineer		27	Team Leader, Chief Engineer	Engineering	2		27
	Team Leader, Customer Projects E		25	Team Leader, Customer Projects En	Engineering	2		25
	Team Leader, Major Distribution I		40	Team Leader, Major Distribution Pr	Engineering	2		40
	Director, Asset Management		30	Director, Asset Management	Engineering	2		30
	Director, Engineering		33	Director, Engineering	Engineering	2		33
	Manager, Substation & Protectior		38	Manager, Substation & Protection E	Engineering	2		38
	Engineer		2	Engineer - Operations Tech	Engineering	2		2
	Engineer, Associate		0	Engineer - Operations Tech	Engineering	2		0
	Engineer, Lead		3	Engineer - Operations Tech	Engineering	2		3
	Engineer, Principal		38	Engineer - Operations Tech	Engineering	2		38
	Engineer, Principal		30	Engineer - Operations Tech	Engineering	2		30
	Engineer, Sr		22	Engineer - Operations Tech	Engineering	2		22
	Engineer, Sr		22	Engineer - Operations Tech	Engineering	2		22
	Engineer, Sr		21	Engineer - Operations Tech	Engineering	2		21
	Engineer, Sr		33	Engineer - Operations Tech	Engineering	2		33
	Graduate Student		4	Engineer - Operations Tech	Engineering	2		4
	Engineer, Principal		32	Engineer, Principal	Operations	2		32
	Section Leader, Distribution Oper		42	Section Leader, Distribution Operat	Operations	2		42
	Section Leader, Distribution Oper		21	Section Leader, Distribution Operat	Operations	2		21
	Section Leader, Distribution Oper		25	Section Leader, Distribution Operat	Operations	2		25
	Section Leader, Distribution Oper		40	Section Leader, Distribution Operat	Operations	2		40
	Section Leader, Distribution Oper		17	Section Leader, Distribution Operat	Operations	2		17
	Section Leader, Distribution Oper		28	Section Leader, Distribution Operat	Operations	2		28
	Section Leader, Network & Substa		16	Section Leader, Network & Substati	Operations	2		16
	Section Leader, Network & Substa		17	Section Leader, Network & Substati	Operations	2		17
	Section Leader, Network & Substa		38	Section Leader, Network & Substati	Operations	2		38
	Section Leader, Network & Substa		41	Section Leader, Network & Substati	Operations	2		41
	Team Leader, Advanced Metering		4	Team Leader, Advanced Metering T	Operations	2		4
	Lineman 1st Class		10	Lineman 1st Class	Operations	2		10
	Lineman 1st Class		4	Lineman 1st Class	Operations	2		4

154	[redacted]		Lineman 1st Class	[redacted]	18	Lineman 1st Class	Operations	2	[redacted] 18
155	[redacted]		Lineman 1st Class		8	Lineman 1st Class	Operations	2	8
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221	[redacted]	D	Lineman Crew Leader		39	Lineman Crew Leader	Operations	2	39
222	[redacted]		Lineman Crew Leader		33	Lineman Crew Leader	Operations	2	33
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236	[redacted]		Lineman Crew Leader		32	Lineman Crew Leader	Operations	2	32
237	[redacted]		Lineman Crew Leader		18	Lineman Crew Leader	Operations	2	18
238	[redacted]	W	Lineman Crew Leader		30	Lineman Crew Leader	Operations	2	30
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240	[redacted]		Lineman Crew Leader		14	Lineman Crew Leader	Operations	2	14
241	[redacted]		Lineman Crew Leader		23	Lineman Crew Leader	Operations	2	23
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243	[redacted]		Lineman Crew Leader		25	Lineman Crew Leader	Operations	2	25
244	[redacted]		Lineman Crew Leader		28	Lineman Crew Leader	Operations	2	28
245	[redacted]		Lineman Crew Leader		21	Lineman Crew Leader	Operations	2	21
246	[redacted]		Lineman Crew Leader		29	Lineman Crew Leader	Operations	2	29

247	[redacted]	Lineman Crew Leader	[redacted]	24	Lineman Crew Leader	Operations	2	[redacted] 24
248	[redacted]	Lineman Crew Leader	[redacted]	22	Lineman Crew Leader	Operations	2	[redacted] 22
358	[redacted]	Service Dispatcher	[redacted]	22	Service Dispatcher	Operations	2	[redacted] 22
359	[redacted]	Service Dispatcher	[redacted]	38	Service Dispatcher	Operations	2	[redacted] 38
360	[redacted]	Service Dispatcher	[redacted]	20	Service Dispatcher	Operations	2	[redacted] 20
361	[redacted]	Service Dispatcher	[redacted]	34	Service Dispatcher	Operations	2	[redacted] 34
362	[redacted]	Service Dispatcher	[redacted]	7	Service Dispatcher	Operations	2	[redacted] 7
363	[redacted]	Service Dispatcher	[redacted]	38	Service Dispatcher	Operations	2	[redacted] 38
364	[redacted]	Service Dispatcher	[redacted]	23	Service Dispatcher	Operations	2	[redacted] 23
365	[redacted]	Service Dispatcher	[redacted]	13	Service Dispatcher	Operations	2	[redacted] 13
366	[redacted]	Service Dispatcher	[redacted]	38	Service Dispatcher	Operations	2	[redacted] 38
367	[redacted]	Service Dispatcher	[redacted]	24	Service Dispatcher	Operations	2	[redacted] 24
368	[redacted]	Service Dispatcher	[redacted]	39	Service Dispatcher	Operations	2	[redacted] 39
369	[redacted]	Service Dispatcher	[redacted]	19	Service Dispatcher	Operations	2	[redacted] 19
370	[redacted]	Service Dispatcher	[redacted]	28	Service Dispatcher	Operations	2	[redacted] 28
371	[redacted]	Service Dispatcher	[redacted]	36	Service Dispatcher	Operations	2	[redacted] 36
372	[redacted]	Service Dispatcher	[redacted]	39	Service Dispatcher	Operations	2	[redacted] 39
459	[redacted]	Troubleman	[redacted]	20	Troubleman	Operations	2	[redacted] 20
460	[redacted]	Troubleman	[redacted]	41	Troubleman	Operations	2	[redacted] 41
461	[redacted]	Troubleman	[redacted]	8	Troubleman	Operations	2	[redacted] 8
462	[redacted]	Troubleman	[redacted]	18	Troubleman	Operations	2	[redacted] 18
463	[redacted]	Troubleman	[redacted]	16	Troubleman	Operations	2	[redacted] 16
464	[redacted]	Troubleman	[redacted]	14	Troubleman	Operations	2	[redacted] 14
465	[redacted]	Troubleman	[redacted]	40	Troubleman	Operations	2	[redacted] 40
466	[redacted]	Troubleman	[redacted]	11	Troubleman	Operations	2	[redacted] 11
467	[redacted]	Troubleman	[redacted]	14	Troubleman	Operations	2	[redacted] 14
468	[redacted]	Troubleman	[redacted]	39	Troubleman	Operations	2	[redacted] 39
469	[redacted]	Troubleman	[redacted]	28	Troubleman	Operations	2	[redacted] 28
470	[redacted]	Troubleman	[redacted]	26	Troubleman	Operations	2	[redacted] 26
471	[redacted]	Troubleman	[redacted]	20	Troubleman	Operations	2	[redacted] 20
472	[redacted]	Troubleman	[redacted]	12	Troubleman	Operations	2	[redacted] 12
473	[redacted]	Troubleman	[redacted]	41	Troubleman	Operations	2	[redacted] 41
474	[redacted]	Troubleman	[redacted]	28	Troubleman	Operations	2	[redacted] 28
475	[redacted]	Troubleman	[redacted]	39	Troubleman	Operations	2	[redacted] 39
476	[redacted]	Troubleman	[redacted]	39	Troubleman	Operations	2	[redacted] 39
477	[redacted]	Troubleman	[redacted]	31	Troubleman	Operations	2	[redacted] 31
478	[redacted]	Troubleman	[redacted]	28	Troubleman	Operations	2	[redacted] 28
479	[redacted]	Troubleman	[redacted]	37	Troubleman	Operations	2	[redacted] 37
480	[redacted]	Troubleman	[redacted]	16	Troubleman	Operations	2	[redacted] 16
481	[redacted]	Troubleman	[redacted]	8	Troubleman	Operations	2	[redacted] 8
482	[redacted]	Troubleman	[redacted]	40	Troubleman	Operations	2	[redacted] 40
483	[redacted]	Troubleman	[redacted]	35	Troubleman	Operations	2	[redacted] 35
484	[redacted]	Troubleman	[redacted]	8	Troubleman	Operations	2	[redacted] 8
485	[redacted]	Troubleman	[redacted]	23	Troubleman	Operations	2	[redacted] 23
489	[redacted]	UG Utility Splicer	[redacted]	22	UG Utility Splicer	Operations	2	[redacted] 22
490	[redacted]	UG Utility Splicer	[redacted]	25	UG Utility Splicer	Operations	2	[redacted] 25
491	[redacted]	UG Utility Splicer	[redacted]	20	UG Utility Splicer	Operations	2	[redacted] 20
492	[redacted]	UG Utility Splicer Crew Leader	[redacted]	36	UG Utility Splicer Crew Leader	Operations	2	[redacted] 36
493	[redacted]	UG Utility Splicer Crew Leader	[redacted]	33	UG Utility Splicer Crew Leader	Operations	2	[redacted] 33
494	[redacted]	UG Utility Splicer Crew Leader	[redacted]	32	UG Utility Splicer Crew Leader	Operations	2	[redacted] 32
495	[redacted]	UG Utility Splicer Crew Leader	[redacted]	31	UG Utility Splicer Crew Leader	Operations	2	[redacted] 31
496	[redacted]	UG Utility Splicer Crew Leader	[redacted]	31	UG Utility Splicer Crew Leader	Operations	2	[redacted] 31
497	[redacted]	UG Utility Splicer Crew Leader	[redacted]	38	UG Utility Splicer Crew Leader	Operations	2	[redacted] 38
498	[redacted]	UG Utility Splicer Crew Leader	[redacted]	43	UG Utility Splicer Crew Leader	Operations	2	[redacted] 43
499	[redacted]	UG Utility Splicer Crew Leader	[redacted]	33	UG Utility Splicer Crew Leader	Operations	2	[redacted] 33
500	[redacted]	UG Utility Splicer Crew Leader	[redacted]	35	UG Utility Splicer Crew Leader	Operations	2	[redacted] 35
76	[redacted]	Director, Distribution Field Operat	[redacted]	6	Director, Distribution Field Operatic	Operations	2	[redacted] 6
79	[redacted]	Director, Transmission Field Oper	[redacted]	32	Director, Transmission Field Operat	Operations	2	[redacted] 32
252	[redacted]	Manager, Lines Field Operations	[redacted]	38	Manager, Lines Field Operations	Operations	2	[redacted] 38
253	[redacted]	Manager, Metering Services	[redacted]	37	Manager, Metering Services	Operations	2	[redacted] 37
256	[redacted]	Manager, Substation & Network F	[redacted]	37	Manager, Substation & Network Fie	Operations	2	[redacted] 37
258	[redacted]	Manager, Transmission Operation	[redacted]	3	Manager, Transmission Operations	Operations	2	[redacted] 3
21	[redacted]	AMI System Administrator	[redacted]	20	AMI System Administrator	Operations	2	[redacted] 20
298	[redacted]	Metering Specialist	[redacted]	33	Metering Specialist	Operations	2	[redacted] 33
299	[redacted]	Metering Specialist	[redacted]	46	Metering Specialist	Operations	2	[redacted] 46
64	[redacted]	Database Administrator, MISO Int	[redacted]	29	Database Administrator, MISO Inter	Operations	2	[redacted] 29
380	[redacted]	Substation Inspector Switchman	[redacted]	28	Substation Inspector Switchman	Operations	2	[redacted] 28
381	[redacted]	Substation Inspector Switchman	[redacted]	25	Substation Inspector Switchman	Operations	2	[redacted] 25
382	[redacted]	Substation Inspector Switchman	[redacted]	39	Substation Inspector Switchman	Operations	2	[redacted] 39
383	[redacted]	Substation Inspector Switchman	[redacted]	18	Substation Inspector Switchman	Operations	2	[redacted] 18
384	[redacted]	Substation Mechanic	[redacted]	22	Substation Mechanic	Operations	2	[redacted] 22
385	[redacted]	Substation Mechanic	[redacted]	32	Substation Mechanic	Operations	2	[redacted] 32
386	[redacted]	Substation Mechanic	[redacted]	23	Substation Mechanic	Operations	2	[redacted] 23
387	[redacted]	Substation Mechanic	[redacted]	28	Substation Mechanic	Operations	2	[redacted] 28
388	[redacted]	Substation Mechanic	[redacted]	31	Substation Mechanic	Operations	2	[redacted] 31
389	[redacted]	Substation Mechanic	[redacted]	24	Substation Mechanic	Operations	2	[redacted] 24
390	[redacted]	Substation Mechanic	[redacted]	30	Substation Mechanic	Operations	2	[redacted] 30
391	[redacted]	Substation Mechanic	[redacted]	27	Substation Mechanic	Operations	2	[redacted] 27
392	[redacted]	Substation Mechanic	[redacted]	36	Substation Mechanic	Operations	2	[redacted] 36
393	[redacted]	Substation Mechanic	[redacted]	9	Substation Mechanic	Operations	2	[redacted] 9
394	[redacted]	Substation Mechanic	[redacted]	18	Substation Mechanic	Operations	2	[redacted] 18

39	[redacted]	Substation Mechanic	[redacted]	11	Substation Mechanic	Operations	2	[redacted]	11
39		Substation Mechanic		7	Substation Mechanic	Operations	2		7
39		Substation Mechanic		31	Substation Mechanic	Operations	2		31
39		Substation Mechanic		32	Substation Mechanic	Operations	2		32
39		Substation Mechanic		22	Substation Mechanic	Operations	2		22
40		Substation Mechanic		30	Substation Mechanic	Operations	2		30
40		Substation Mechanic		22	Substation Mechanic	Operations	2		22
40		Substation Mechanic		22	Substation Mechanic	Operations	2		22
40		Substation Mechanic		34	Substation Mechanic	Operations	2		34
40		Substation Mechanic		30	Substation Mechanic	Operations	2		30
40		Substation Mechanic Crew Leader		10	Substation Mechanic Crew Leader	Operations	2		10
40		Substation Mechanic Crew Leader		27	Substation Mechanic Crew Leader	Operations	2		27
40		Substation Mechanic Crew Leader		34	Substation Mechanic Crew Leader	Operations	2		34
40		Substation Mechanic Crew Leader		33	Substation Mechanic Crew Leader	Operations	2		33
40		Substation Mechanic Crew Leader		25	Substation Mechanic Crew Leader	Operations	2		25
41		Substation Mechanic Crew Leader		20	Substation Mechanic Crew Leader	Operations	2		20
41		Substation Mechanic Crew Leader		24	Substation Mechanic Crew Leader	Operations	2		24
41		Substation Mechanic Crew Leader		31	Substation Mechanic Crew Leader	Operations	2		31
41		Substation Mechanic Crew Leader		22	Substation Mechanic Crew Leader	Operations	2		22
41		Substation Mechanic Crew Leader		9	Substation Mechanic Crew Leader	Operations	2		9
41		Substation Mechanic Crew Leader		28	Substation Mechanic Crew Leader	Operations	2		28
41		Substation Mechanic Crew Leader		23	Substation Mechanic Crew Leader	Operations	2		23
41		Substation Mechanic Crew Leader		23	Substation Mechanic Crew Leader	Operations	2		23
41		Substation Mechanic Crew Leader		26	Substation Mechanic Crew Leader	Operations	2		26
41		Substation Mechanic Crew Leader		29	Substation Mechanic Crew Leader	Operations	2		29
48		UG Construction & Maintenance I		23	UG Construction & Maintenance M:	Operations	2		23
48		UG Construction & Maintenance I		31	UG Construction & Maintenance M:	Operations	2		31
2		Assistant to Engineer, Sr		23	Assistant to Engineer, Sr	Operations	2		23
3		Assistant to Engineer, Sr		40	Assistant to Engineer, Sr	Operations	2		40
5		Communications & Control Specia		23	Communications & Control Speciali:	Operations	2		23
5		Communications & Control Specia		22	Communications & Control Speciali:	Operations	2		22
9		Engineer, Lead		4	Engineer - Operational	Operations	2		4
9		Engineer, Principal		14	Engineer - Operational	Operations	2		14
10		Engineer, Principal		36	Engineer - Operational	Operations	2		36
31		Power Quality Specialist		29	Power Quality Specialist	Operations	2		29
31		Power Quality Specialist		21	Power Quality Specialist	Operations	2		21
431		System Operator		25	System Operator	Operations	2		25
432		System Operator		11	System Operator	Operations	2		11
433		System Operator		11	System Operator	Operations	2		11
434		System Operator		8	System Operator	Operations	2		8
435		System Operator		27	System Operator	Operations	2		27
454		Technical Training Specialist		26	Technical Training Specialist	Operations	2		26
344		Section Leader, Facilities & Fleet		34	Section Leader, Facilities & Fleet	Admin	3		34
345		Section Leader, Facilities & Fleet		4	Section Leader, Facilities & Fleet	Admin	3		4
346		Section Leader, Land Surveying		28	Section Leader, Land Surveying	Admin	3		28
351		Section Leader, Metering Admin S		33	Section Leader, Metering Admin Su	Admin	3		33
438		Team Leader, Contract Managem		34	Team Leader, Contract Managemen	Admin	3		34
443		Team Leader, Electric Delivery Op		23	Team Leader, Electric Delivery Oper	Admin	3		23
445		Team Leader, Facilities & Transpo		6	Team Leader, Facilities & Transport:	Admin	3		6
449		Team Leader, PD Administrative S		29	Team Leader, PD Administrative Su	Admin	3		29
4		Administrative Assistant III		28	Administrative Assistant III	Admin	3		28
5		Administrative Clerk		38	Adminstrative Clerk	Admin	3		38
6		Administrative Clerk		30	Adminstrative Clerk	Admin	3		30
7		Administrative Clerk		23	Adminstrative Clerk	Admin	3		23
8		Administrative Clerk		28	Adminstrative Clerk	Admin	3		28
9		Administrative Clerk		33	Adminstrative Clerk	Admin	3		33
10		Administrative Clerk		24	Adminstrative Clerk	Admin	3		24
11		Administrative Clerk		30	Adminstrative Clerk	Admin	3		30
12		Administrative Clerk		25	Adminstrative Clerk	Admin	3		25
13		Administrative Clerk		20	Adminstrative Clerk	Admin	3		20
14		Administrative Clerk		10	Adminstrative Clerk	Admin	3		10
15		Administrative Clerk		23	Adminstrative Clerk	Admin	3		23
16		Administrative Clerk		27	Adminstrative Clerk	Admin	3		27
17		Administrative Clerk		24	Adminstrative Clerk	Admin	3		24
18		Administrative Clerk		20	Adminstrative Clerk	Admin	3		20
19		Administrative Clerk		24	Adminstrative Clerk	Admin	3		24
38		Building Maintenance Attendant		20	Building Maintenance Attendant	Admin	3		20
39		Building Maintenance Attendant		27	Building Maintenance Attendant	Admin	3		27
40		Building Maintenance Attendant		24	Building Maintenance Attendant	Admin	3		24
41		Building Maintenance Mechanic		23	Building Maintenance Mechanic	Admin	3		23
42		Building Maintenance Mechanic		31	Building Maintenance Mechanic	Admin	3		31
43		Building Maintenance Mechanic		21	Building Maintenance Mechanic	Admin	3		21
44		Building Maintenance Mechanic		24	Building Maintenance Mechanic	Admin	3		24
45		Building Maintenance Mechanic		26	Building Maintenance Mechanic	Admin	3		26
133		Facilities Coordinator		28	Facilities Coordinator	Admin	3		28
134		Field Safety Coordinator		40	Field Safety Coordinator	Admin	3		40
135		Field Safety Coordinator		12	Field Safety Coordinator	Admin	3		12
136		General Clerk		31	General Clerk	Admin	3		31
137		General Clerk		4	General Clerk	Admin	3		4
142		Lead Clerk		27	Lead Clerk	Admin	3		27
143		Lead Clerk		35	Lead Clerk	Admin	3		35

144	[redacted]	Lead Clerk	[redacted]	10	Lead Clerk	Admin	3	[redacted]	10
145	[redacted]	Lead Clerk	[redacted]	29	Lead Clerk	Admin	3	[redacted]	29
146	[redacted]	Lead Clerk	[redacted]	9	Lead Clerk	Admin	3	[redacted]	9
147	[redacted]	Lead Clerk	[redacted]	24	Lead Clerk	Admin	3	[redacted]	24
148	[redacted]	Lead Clerk	[redacted]	10	Lead Clerk	Admin	3	[redacted]	10
149	[redacted]	Lead Clerk	[redacted]	24	Lead Clerk	Admin	3	[redacted]	24
150	[redacted]	Lead Clerk	[redacted]	10	Lead Clerk	Admin	3	[redacted]	10
453	[redacted]	Technical Training Coordinator	[redacted]	24	Technical Training Coordinator	Admin	3	[redacted]	24
502	[redacted]	Work Coordinator, Asset Support	[redacted]	31	Work Coordinator, Asset Support	Admin	3	[redacted]	31
303	[redacted]	NERC Compliance Analyst	[redacted]	22	NERC Compliance Analyst	Engineering	3	[redacted]	22
304	[redacted]	NERC Compliance Analyst	[redacted]	5	NERC Compliance Analyst	Engineering	3	[redacted]	5
305	[redacted]	NERC Compliance Analyst	[redacted]	0	NERC Compliance Analyst	Engineering	3	[redacted]	0
89	[redacted]	Engineer, Associate	[redacted]	3	Engineer - Distribution	Engineering	3	[redacted]	3
95	[redacted]	Engineer, General	[redacted]	22	Engineer - Distribution	Engineering	3	[redacted]	22
104	[redacted]	Engineer, Principal	[redacted]	3	Engineer - Distribution	Engineering	3	[redacted]	3
114	[redacted]	Engineer, Sr	[redacted]	22	Engineer - Distribution	Engineering	3	[redacted]	22
116	[redacted]	Engineer, Sr	[redacted]	32	Engineer - Distribution	Engineering	3	[redacted]	32
118	[redacted]	Engineer, Sr	[redacted]	31	Engineer - Distribution	Engineering	3	[redacted]	31
120	[redacted]	Engineer, Sr	[redacted]	22	Engineer - Distribution	Engineering	3	[redacted]	22
121	[redacted]	Engineer, Sr	[redacted]	41	Engineer - Distribution	Engineering	3	[redacted]	41
124	[redacted]	Engineer, Sr	[redacted]	24	Engineer - Distribution	Engineering	3	[redacted]	24
125	[redacted]	Engineer, Sr	[redacted]	38	Engineer - Distribution	Engineering	3	[redacted]	38
126	[redacted]	Engineer, Sr	[redacted]	29	Engineer - Distribution	Engineering	3	[redacted]	29
342	[redacted]	Section Leader, Drafting & Record	[redacted]	22	Section Leader, Drafting & Records	Engineering	3	[redacted]	22
343	[redacted]	Section Leader, Electric Delivery E	[redacted]	24	Section Leader, Electric Delivery Eng	Engineering	3	[redacted]	24
352	[redacted]	Section Leader, Municipal Lighting	[redacted]	27	Section Leader, Municipal Lighting (	Engineering	3	[redacted]	27
22	[redacted]	Assistant Surveyor	[redacted]	34	Assistant Surveyor	Engineering	3	[redacted]	34
23	[redacted]	Assistant to Engineer, Sr	[redacted]	27	Assistant to Engineer, Sr	Engineering	3	[redacted]	27
24	[redacted]	Assistant to Engineer, Sr	[redacted]	22	Assistant to Engineer, Sr	Engineering	3	[redacted]	22
25	[redacted]	Assistant to Engineer, Sr	[redacted]	19	Assistant to Engineer, Sr	Engineering	3	[redacted]	19
26	[redacted]	Assistant to Engineer, Sr	[redacted]	22	Assistant to Engineer, Sr	Engineering	3	[redacted]	22
27	[redacted]	Assistant to Engineer, Sr	[redacted]	23	Assistant to Engineer, Sr	Engineering	3	[redacted]	23
29	[redacted]	Assistant to Engineer, Sr	[redacted]	20	Assistant to Engineer, Sr	Engineering	3	[redacted]	20
30	[redacted]	Assistant to Engineer, Sr	[redacted]	31	Assistant to Engineer, Sr	Engineering	3	[redacted]	31
31	[redacted]	Assistant to Engineer, Sr	[redacted]	30	Assistant to Engineer, Sr	Engineering	3	[redacted]	30
32	[redacted]	Assistant to Engineer, Sr	[redacted]	22	Assistant to Engineer, Sr	Engineering	3	[redacted]	22
33	[redacted]	Assistant to Engineer, Sr	[redacted]	24	Assistant to Engineer, Sr	Engineering	3	[redacted]	24
34	[redacted]	Assistant to Engineer, Sr	[redacted]	23	Assistant to Engineer, Sr	Engineering	3	[redacted]	23
35	[redacted]	Assistant to Engineer, Sr	[redacted]	32	Assistant to Engineer, Sr	Engineering	3	[redacted]	32
36	[redacted]	Assistant to Engineer, Sr	[redacted]	33	Assistant to Engineer, Sr	Engineering	3	[redacted]	33
127	[redacted]	Engineering Drafter	[redacted]	27	Engineering Drafter	Engineering	3	[redacted]	27
128	[redacted]	Engineering Drafter	[redacted]	24	Engineering Drafter	Engineering	3	[redacted]	24
129	[redacted]	Engineering Drafter	[redacted]	30	Engineering Drafter	Engineering	3	[redacted]	30
130	[redacted]	Engineering Drafter	[redacted]	23	Engineering Drafter	Engineering	3	[redacted]	23
131	[redacted]	Engineering Drafter	[redacted]	10	Engineering Drafter	Engineering	3	[redacted]	10
132	[redacted]	Engineering Drafter	[redacted]	26	Engineering Drafter	Engineering	3	[redacted]	26
250	[redacted]	Manager, Customer Solutions	[redacted]	39	Manager, Customer Solutions	Engineering	3	[redacted]	39
300	[redacted]	Municipal Lighting Representative	[redacted]	35	Municipal Lighting Representative	Engineering	3	[redacted]	35
301	[redacted]	Municipal Lighting Representative	[redacted]	32	Municipal Lighting Representative	Engineering	3	[redacted]	32
302	[redacted]	Municipal Lighting Representative	[redacted]	26	Municipal Lighting Representative	Engineering	3	[redacted]	26
316	[redacted]	Project Coordinator	[redacted]	21	Project Coordinator	Engineering	3	[redacted]	21
315	[redacted]	Principal Engineer	[redacted]	19	Project Manager	Engineering	3	[redacted]	19
317	[redacted]	Project Manager, Asset Managem	[redacted]	31	Project Manager, Asset Managemer	Engineering	3	[redacted]	31
318	[redacted]	Real Estate Representative	[redacted]	34	Real Estate Representative	Engineering	3	[redacted]	34
319	[redacted]	Real Estate Representative	[redacted]	20	Real Estate Representative	Engineering	3	[redacted]	20
376	[redacted]	Sr CAD Coordinator	[redacted]	8	Sr CAD Coordinator	Engineering	3	[redacted]	8
420	[redacted]	Surveyor	[redacted]	23	Surveyor	Engineering	3	[redacted]	23
421	[redacted]	Surveyor	[redacted]	26	Surveyor	Engineering	3	[redacted]	26
422	[redacted]	Surveyor	[redacted]	8	Surveyor	Engineering	3	[redacted]	8
334	[redacted]	Section Leader, Construction	[redacted]	24	Section Leader, Construction	Operations	3	[redacted]	24
335	[redacted]	Section Leader, Construction	[redacted]	41	Section Leader, Construction	Operations	3	[redacted]	41
347	[redacted]	Section Leader, Lines Operations	[redacted]	24	Section Leader, Lines Operations	Operations	3	[redacted]	24
348	[redacted]	Section Leader, Lines Operations	[redacted]	29	Section Leader, Lines Operations	Operations	3	[redacted]	29
357	[redacted]	Section Leader, Service Operation	[redacted]	45	Section Leader, Service Operations	Operations	3	[redacted]	45
440	[redacted]	Team Leader, Customer Service M	[redacted]	8	Team Leader, Customer Service Me	Operations	3	[redacted]	8
441	[redacted]	Team Leader, Customer Service M	[redacted]	5	Team Leader, Customer Service Me	Operations	3	[redacted]	5
442	[redacted]	Team Leader, Customer Service M	[redacted]	35	Team Leader, Customer Service Me	Operations	3	[redacted]	35
446	[redacted]	Team Leader, Line Clearing	[redacted]	28	Team Leader, Line Clearing	Operations	3	[redacted]	28
207	[redacted]	Lineman Apprentice	[redacted]	3	Lineman Apprentice	Operations	3	[redacted]	3
208	[redacted]	Lineman Apprentice	[redacted]	0	Lineman Apprentice	Operations	3	[redacted]	0
209	[redacted]	Lineman Apprentice	[redacted]	1	Lineman Apprentice	Operations	3	[redacted]	1
210	[redacted]	Lineman Apprentice	[redacted]	0	Lineman Apprentice	Operations	3	[redacted]	0
211	[redacted]	Lineman Apprentice	[redacted]	0	Lineman Apprentice	Operations	3	[redacted]	0
212	[redacted]	Lineman Apprentice	[redacted]	0	Lineman Apprentice	Operations	3	[redacted]	0
213	[redacted]	Lineman Apprentice	[redacted]	5	Lineman Apprentice	Operations	3	[redacted]	5
214	[redacted]	Lineman Apprentice	[redacted]	4	Lineman Apprentice	Operations	3	[redacted]	4
215	[redacted]	Lineman Apprentice	[redacted]	0	Lineman Apprentice	Operations	3	[redacted]	0
216	[redacted]	Lineman Apprentice	[redacted]	4	Lineman Apprentice	Operations	3	[redacted]	4
217	[redacted]	Lineman Apprentice	[redacted]	0	Lineman Apprentice	Operations	3	[redacted]	0
218	[redacted]	Lineman Apprentice	[redacted]	0	Lineman Apprentice	Operations	3	[redacted]	0
60	[redacted]	Cut Off Man	[redacted]	23	Cut Off Man	Operations	3	[redacted]	23

61	[redacted]	Cut Off Man	[redacted]	26	Cut Off Man	Operations	3	[redacted] 26
62		Cut Off Man		25	Cut Off Man	Operations	3	25
63		Cut Off Man		28	Cut Off Man	Operations	3	28
65		Demand Meter Reader		33	Demand Meter Reader	Operations	3	33
66		Demand Meter Reader		29	Demand Meter Reader	Operations	3	29
67		Demand Meter Reader		47	Demand Meter Reader	Operations	3	47
68		Demand Meter Reader		35	Demand Meter Reader	Operations	3	35
69		Demand Meter Reader		39	Demand Meter Reader	Operations	3	39
70		Demand Meter Reader		39	Demand Meter Reader	Operations	3	39
71		Demand Meter Reader		33	Demand Meter Reader	Operations	3	33
72		Demand Meter Reader		34	Demand Meter Reader	Operations	3	34
73		Demand Meter Reader		26	Demand Meter Reader	Operations	3	26
82		Electronic Metering Specialist		28	Electronic Metering Specialist	Operations	3	28
83		Electronic Metering Specialist		24	Electronic Metering Specialist	Operations	3	24
84		Electronic Metering Specialist		29	Electronic Metering Specialist	Operations	3	29
85		Electronic Metering Specialist		24	Electronic Metering Specialist	Operations	3	24
270		Meter Installer		26	Meter Installer	Operations	3	26
271		Meter Installer		30	Meter Installer	Operations	3	30
272		Meter Installer		32	Meter Installer	Operations	3	32
273		Meter Installer		27	Meter Installer	Operations	3	27
274		Meter Installer		41	Meter Installer	Operations	3	41
275		Meter Installer		26	Meter Installer	Operations	3	26
276		Meter Installer		28	Meter Installer	Operations	3	28
277		Meter Installer		33	Meter Installer	Operations	3	33
278		Meter Installer		24	Meter Installer	Operations	3	24
279		Meter Installer		29	Meter Installer	Operations	3	29
280		Meter Installer		1	Meter Installer	Operations	3	1
281		Meter Installer		31	Meter Installer	Operations	3	31
282		Meter Installer		25	Meter Installer	Operations	3	25
283		Meter Man		28	Meter Man	Operations	3	28
284		Meter Man		24	Meter Man	Operations	3	24
285		Meter Man		33	Meter Man	Operations	3	33
286		Meter Man		33	Meter Man	Operations	3	33
287		Meter Man		30	Meter Man	Operations	3	30
288		Meter Man		25	Meter Man	Operations	3	25
289		Meter Man		31	Meter Man	Operations	3	31
290		Meter Man		39	Meter Man	Operations	3	39
291		Meter Man		29	Meter Man	Operations	3	29
292		Meter Man		43	Meter Man	Operations	3	43
293		Meter Man		28	Meter Man	Operations	3	28
294		Meter Man		36	Meter Man	Operations	3	36
295		Meter Man		40	Meter Man	Operations	3	40
296		Meter Man		24	Meter Man	Operations	3	24
297		Meter Man		33	Meter Man	Operations	3	33
80		Electrician		26	Electrician	Operations	3	26
81		Electrician		24	Electrician	Operations	3	24
488		UG Construction & Maintenance I		24	UG Construction & Maintenance M:	Operations	3	24
20		Administrator, Safety & Training		22	Administrator, Safety & Training	Operations	3	22
52		Contractor Coordinator		39	Contractor Coordinator	Operations	3	39
53		Contractor Coordinator		38	Contractor Coordinator	Operations	3	38
54		Contractor Coordinator		24	Contractor Coordinator	Operations	3	24
55		Contractor Coordinator		32	Contractor Coordinator	Operations	3	32
56		Contractor Coordinator		4	Contractor Coordinator	Operations	3	4
57		Contractor Coordinator		14	Contractor Coordinator	Operations	3	14
58		Contractor Coordinator		22	Contractor Coordinator	Operations	3	22
59		Contractor Coordinator		23	Contractor Coordinator	Operations	3	23
74		Director		6	Director (Project Manager)	Operations	3	6
259		Mechanic		27	Mechanic	Operations	3	27
260		Mechanic		4	Mechanic	Operations	3	4
261		Mechanic		10	Mechanic	Operations	3	10
262		Mechanic		23	Mechanic	Operations	3	23
263		Mechanic		22	Mechanic	Operations	3	22
264		Mechanic		27	Mechanic	Operations	3	27
265		Mechanic		7	Mechanic	Operations	3	7
266		Mechanic		33	Mechanic	Operations	3	33
267		Mechanic		22	Mechanic	Operations	3	22
268		Mechanic		34	Mechanic	Operations	3	34
269		Mechanic		8	Mechanic	Operations	3	8
307		Operator Heavy Mobile Equipmer		27	Operator Heavy Mobile Equipment	Operations	3	27
311		Patrolman		28	Patrolman	Operations	3	28
312		Patrolman		8	Patrolman	Operations	3	8
447		Team Leader, Lines Scheduling		39	Team Leader, Lines Scheduling	Operations	3	39
503		Work Scheduler		11	Work Scheduler	Operations	3	11
504		Work Scheduler		22	Work Scheduler	Operations	3	22
505		Work Scheduler		22	Work Scheduler	Operations	3	22
506		Work Scheduler		20	Work Scheduler	Operations	3	20
507		Work Scheduler		27	Work Scheduler	Operations	3	27
508		Work Scheduler		26	Work Scheduler	Operations	3	26
46		Carpenter		28	Carpenter	Available complement	_	28
47		Carpenter		28	Carpenter	Available complement	_	28
138		General Construction & Equipmer		30	General Construction & Equipment	Available complement	_	30

24	[redacted]	Machinist	[redacted]	26	Machinist	Available complement	–	[redacted]	26
30	[redacted]	Painter	[redacted]	32	Painter	Available complement	–	[redacted]	32
30	[redacted]	Painter	[redacted]	27	Painter	Available complement	–	[redacted]	27
31	[redacted]	Painter	[redacted]	34	Painter	Available complement	–	[redacted]	34
35	[redacted]	Section Leader, Mechanical	[redacted]	28	Section Leader, Mechanical	Available complement	–	[redacted]	28
37	[redacted]	Service Lineman	[redacted]	34	Service Lineman	Available complement	–	[redacted]	34
37	[redacted]	Service Lineman	[redacted]	36	Service Lineman	Available complement	–	[redacted]	36
37	[redacted]	Service Lineman	[redacted]	44	Service Lineman	Available complement	–	[redacted]	44
45	[redacted]	Technician	[redacted]	27	Technician	Available complement	–	[redacted]	27
45	[redacted]	Technician	[redacted]	39	Technician	Available complement	–	[redacted]	39
45	[redacted]	Technician	[redacted]	23	Technician	Available complement	–	[redacted]	23
45	[redacted]	Technician	[redacted]	25	Technician	Available complement	–	[redacted]	25
50	[redacted]	Welder Crew Leader	[redacted]	28	Welder Crew Leader	Available complement	–	[redacted]	28
30	[redacted]	Officer, Sr Vice President, Custom	[redacted]	24	Officer, Sr Vice President, Customer Excutive		–	[redacted]	24
1	[redacted]	Account Executive	[redacted]	27	Account Executive	Not in 2011	–	[redacted]	27
2	[redacted]	Account Executive	[redacted]	30	Account Executive	Not in 2011	–	[redacted]	30
3	[redacted]	Administrative Assistant II	[redacted]	29	Administrative Assistant II	Not in 2011	–	[redacted]	29
78	[redacted]	Director, Strategic Accounts & Ma	[redacted]	32	Director, Strategic Accounts & Mark	Not in 2011	–	[redacted]	32
140	[redacted]	Key Account Executive	[redacted]	31	Key Account Executive	Not in 2011	–	[redacted]	31
141	[redacted]	Key Account Executive	[redacted]	38	Key Account Executive	Not in 2011	–	[redacted]	38
377	[redacted]	Strategic Account Executive	[redacted]	42	Strategic Account Executive	Not in 2011	–	[redacted]	42
378	[redacted]	Strategic Account Executive	[redacted]	29	Strategic Account Executive	Not in 2011	–	[redacted]	29
379	[redacted]	Strategic Account Executive	[redacted]	30	Strategic Account Executive	Not in 2011	–	[redacted]	30

Key Resource Balancing

- We have attempted to build into our calculations as many real drivers of current T&D productivity as possible.
- We also built as much flexibility as possible into our analysis of T&D's staffing needs and options for meeting those needs.
- Some of the core drivers of future staff needs in each job classification are still uncertain, and will require some further analysis:
  - Worker productivity (by job class, and by average age)
  - Degree to which IPL adopts proactive maintenance
  - Impact on workload of aging assets (some age info missing)
  - IPL success in phasing out certain job classes.
- See key assumptions in panel to the right.

Modeling Assumptions

- Non-retirement turnover rate in T&D = 3.4%
- Average number of vacation days across the T&D groups modeled - 25
- IPL official paid Holidays each year - 10
- Average Illness days across the T&D groups modeled - 3
- Average "other" days off across the T&D groups modeled - 2
- Asset count (and associated workload) grows with the number of new customers,
- PM Work Planned and Scheduled will be completed,
- Current 5 Year Capital Budget Forecast Is accurate,
- No assumed workload impact of Aging Assets or Equipment
- No change in current mix of PM and CM work (Ratio of Planned to Reactive work)
- No change in the allocation of work across the different job classifications (e.g., line vs. substation, etc.)
- No change in current productivity rates (e.g., 1.97 MHs per new OH service connection)
- No major changes in current outsourcing strategy or use of contractors,

UMS INFORMATION

POWER DELIVERY [redacted]

- [redacted] Lead Engineer
- Safety & Training Coordinator
- Associate Engineer
- Team Leader
- Section Leader
- Lead Engineer
- Section Leader
- Work Scheduler

Power Delivery

[redacted]

Name	*Position*	*Strengths*	*Opportunities*	*2013 Developmental Focus*
[redacted]	Lead Engineer	[redacted]		• Develop business acumen through short-course or self-study • Develop leadership skills • Prepare for future supervisory role • Have a personalized development plan that lists strengths, opportunities and specific milestones for advancing leadership skills

Power Delivery

[redacted]

Name	Position	Strengths	Opportunities	2013 Developmental Focus
[redacted]	Safety & Training Administrator	[redacted]	[redacted]	• Continue networking with utilities through conferences (IUOTA), MEA • Attain re-certification in fall protection and high rescue procedures • Mentor training instructors • Participate in budgeting process and Variance reporting for 2014. • Continue developing DPL possibilities for training initiatives. • Leadership-Fill in for manager when on vacation

Power Delivery

[redacted]

Name	*Position*	*Strengths*	*Opportunities*	*2013 Developmental Focus*
[redacted]	Associate Engineer	[redacted]	[redacted]	• Spend more time in the field learning about operations and physical construction • Attend a protection specific training seminar • Increase exposure to system communications – engineer RTU installation • Participate in event analysis process • Participate in the new Job Shadowing program

Power Delivery

[redacted]

Name	*Position*	*Strengths*	*Opportunities*	*2013 Developmental Focus*
[redacted]	Team Leader, Customer Service Metering	[redacted]		• Participate in the AES Emerging Leaders Program at Darden • Participate in budgeting process for 2014 and monthly variance reporting • Leadership-Fill in for manager when on vacation • Continue the development and mentoring of his team • Continue development of leadership skills

Power Delivery

[redacted]

Name	*Position*	*Strengths*	*Opportunities*	*2013 Developmental Focus*
[redacted]	Section Leader, Network & Substation Operations	[redacted]		• Formalized off site leadership experience • Broaden technical skills of power transformers and system protection • Provide more involvement into the 2014 budgeting process for Substation and Network Operations • Have a personalized development plan that lists strengths, opportunities and specific milestones for expanding leadership skills

Power Delivery

[redacted]

Name	*Position*	*Strengths*	*Opportunities*	*2013 Developmental Focus*
[redacted]	Lead Engineer	[redacted]		• Spend time in the field learning more about the various T&D equipment • Attend PAR, budgeting and coordination meetings to increase his exposure and perspectives • Participate in AES Asset Management working group • Lead MobileFrame and mobile data development for substation groups

Power Delivery

[redacted]

Name	*Position*	*Strengths*	*Opportunities*	*2013 Developmental Focus*
[redacted]	Section Leader, Lines Operations	[redacted]		• Participate in budgeting process for 2014 and monthly variance reporting • Leadership-Fill in for manager when on vacation • Continue the development and mentoring of his team • Participate in the Job Shadowing program • Attend leadership/ personal growth seminar

Power Delivery

[redacted]

Name	*Position*	*Strengths*	*Opportunities*	*2013 Developmental Focus*
[redacted]	Work Scheduler	[redacted]	[redacted]	• Spend time in the field learning more of the technical aspects of line construction and maintenance • Continued involvement in IPL's mentorship program • Higher involvement of leadership activities and assuming a more defined leadership role. • Lead an APEX initiative

POWER DELIVERY KEY POSITIONS

Job Classifications	Area	Role
CIP Cyber Security Analyst	Engineering	Compliance
Engineer - Planning	Engineering	Design
Engineer - Protection	Engineering	Design
Engineer - Transmission	Engineering	Design
Section Leader, Major Underground Projects	Engineering	Leadership
Team Leader, Transmission Design & Maintenance	Engineering	Leadership
Manager, Substation & Protection Engineering	Engineering	Management
Engineer - Relay	Engineering	Support
Engineer - SCADA	Engineering	Support
Team Leader, Energy Control Systems	Operations	Leadership
Team Leader, Relay/SCADA	Operations	Leadership
Manager, Power Delivery Operations	Operations	Management
Relay/SCADA Technician	Operations	Technical
Lead System Operations Coordinator	Operations	Transmission Operator
System Operations Coordinator	Operations	Transmission Operator

Position: CIP Cyber Security Analyst/Engineering/Compliance
Position type: Critical Individual Contributors
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Professional Engineer License and/or Certified Information Systems Security Professional (CISSP) certification • Knowledgeable of FERC/NERC/RFC reliability standards, reliability criteria, and electric industry policies, as they pertain to cyber security • Working knowledge of NERC's CIP standards • Demonstrated strong interpersonal and organizational communication skills and writing skills to include both technical and non-technical resources • Expertise in MS applications (SharePoint, Office, and Vision) • Team player while demonstrating significant initiative in dealing with the tasks presented • Ability to see tasks through to completion without significant guidance	• Bachelor's Degree in Engineering or Computer and Information Security from an accredited college/university • Minimum five (5) years' experience in the electric utility sector with a focus in: Energy Control Systems; Bulk Power System Operations; Cyber/Physical Security Systems and Substation Operations

Emergency Plan

Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – (Since there are currently 2 people in this role it is unlikely that both would at the same time. [redacted] has accepted a new position in the IT Group and an internal candidate has been selected for his replacement. However there would be an immediate need that would require contracting and reassigning work duties and responsibilities')

Emergency replacement: Hire contactor, look for support from IT, and seek permanent replacements
Implications for organization:

- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] – *NERC/RFC/CIP readiness and audit compliance*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] – *learning curve to gain technical skills and knowledge of IPL systems coupled with NERC / CIP Audit requirements – GAPS – in-depth knowledge and understanding of IPL systems and the requirements for compliance; GAP Closure – internal and external training*

Institutional-Knowledge Building Plan

Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Document processes & procedures	[redacted]	3rd qtr. 2013
•		

Position: System Planning Engineer - Planning/Engineering/Design
Position type: Critical Individual Contributor(s)
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree Electrical Engineering or other related discipline from an accredited college/university • Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision	• The ability to understand and perform technical bulk electric system studies for long term planning and real time operations: o Load flow studies o Stability studies o Interconnection studies o Generation & Load modeling o Contingency analysis studies o Loss studies o System reliability studies • Interface with regularly and effectively with MISO, RFC, NERC, & FERC as required

Emergency Plan
*Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions (*Currently we are augmenting the work load for this group with contractors. For the 2 to 4 month period additional required additional work would be contracted out or deferred if possible.)

Emergency replacement:
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] *The ability to execute and interpret the key modeling studies.*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] *The workload would be reprioritized and additional core work would be out sourced – Would seek to delay / defer the Solar interconnections agreements*

Institutional-Knowledge Building Plan
Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• An additional resource has been included in the 2013 People Budget		
• Need to work with HR to get posted ASAP and screen potential candidates	[redacted] & HR	3/1/2013
• Robert Grubb was brought into this area to assist with the knowledge transfer risk		

Position: System Protection Design Engineer - Protection/Engineering/Design
Position type: Critical Individual Contributors
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree Electrical Engineering or other related discipline from an accredited college/university • Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision	• Understanding of IPL's system protection philosophy • Ability to take engineering concepts and produce work packages for implementation which includes: o Creating the bill of material o Create the wiring diagrams engineering documents o Providing technical guidance for the installation as necessary • Providing input to the annual construction forecast

Emergency Plan
Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – Since protection engineers are normally working on plans for 3 to 9 months in the future an immediate plan would be to reprioritize the work load and engage a contractor if needed. The likelihood of both the incumbents departing at the same time is a low probability.

Emergency replacement: Consider re-assigning John Emrich or David Patterson from an operational support role to a design
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] – *The construction book of work that they normally responsible for might slip by 6 to 12 months – outsourcings strategies could be deployed to help close the gap. – If* [redacted] *were reassigned the real time operation analysis's of system events and monitoring would fall behind.*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] – *knowledge transfer, length of learning curve, this role can't be considered as a part time position*

Institutional-Knowledge Building Plan
Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Continue to develop the recent hires (Jim Fox & Phillip Bierer)	[redacted]	**2 years**
•		

Position: Transmission Engineer - Transmission/Engineering/Design
Position type: Critical Individual Contributors
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree in Mechanical, Electrical, Civil, Environmental, Chemical Engineering or other related discipline from an accredited college/university	• Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision • Transmission / Distribution line construction and design experience • Ability to understand and implement NESC compliance methodology techniques

Emergency Plan
Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions - Since transmission engineers are normally working on plans for 3 to 9 months in the future an immediate plan would be to reprioritize the work load and engage a contractor if needed. The likelihood of both the incumbents departing at the same time is a low probability.

Emergency replacement: - Some of the normal book of work performed by the Transmission Enegineers would need to be out sourced.
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] *Loss of knowledge of IPL transmission standards and methods – delay in the construction and NESC compliance book of work. Potential delay in the engineering of the transmission system required for the new generation project*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] *Training on the compliance standards and understanding of the IPL system*

Institutional-Knowledge Building Plan
Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• The 2013 People Budget includes a position for an additional Transmission Engineer – Need to work with HR to post the position and screen candidates	[redacted]	**3/2013**
•		

Position: Section Leader, Major Underground Projects/Engineering/Leadership
Position type: Leadership/Critical Individual Contributor
Incumbent: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree in Mechanical, Electrical, Civil, Environmental, Chemical Engineering or other related discipline from an accredited college/university	• Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision • Understanding operation and design of an underground urban electric system network

Emergency Plan
Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions - Reassign and outsource the responsibilities of the Section Leader for Major Underground projects

Emergency replacement: Tom Edwards
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] – *Knowledge and understanding of IPL downtown electric system – have emergency replacement attend training seminars/schools*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] – *in depth knowledge and experience of the IPL system – utilize the leadership team of the network operations group to assist*

Institutional-Knowledge Building Plan
Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Continue the development of Ken Jenkins	[redacted]	**On-going**
• Allow Matt Schieler to gain knowledge of the IPL underground electrical facilities		**6/2013**

Position: Transmission Engineer – Team Leader - Transmission/Engineering/Design
Position type: Leadership & Critical Individual Contributor
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree in Mechanical, Electrical, Civil, Environmental, Chemical Engineering or other related discipline from an accredited college/university	• Provides leadership to the Transmission Engineers • Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision • Transmission / Distribution line construction and design experience • Ability to understand and implement NESC compliance methodology techniques

Emergency Plan

Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions - Since transmission engineers are normally working on plans for 3 to 9 months in the future an immediate plan would be to reprioritize the work load and engage a contractor if needed. The likelihood of both the incumbents departing at the same time is a low probability.

Emergency replacement: - Some of the normal book of work performed by the Transmission Enegineers would need to be out sourced.
Implications for organization:

- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] *Loss of knowledge of IPL transmission standards and methods – delay in the construction and NESC compliance book of work. Potential delay in the engineering of the transmission system required for the new generation project*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] *Training on the compliance standards and understanding of the IPL system*

Institutional-Knowledge Building Plan

Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• The 2013 People Budget includes a position for an additional Transmission Engineer – Need to work with HR to post the position and screen candidates	[redacted]	**3/2013**
•		

Position: Team Leader, Relay/SCADA/Operations/Leadership
Position type: Leadership & Critical Individual Contributor
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Applicant must have a technical aptitude and possess an advanced working knowledge of basic electricity and electronics and be able to demonstrate this knowledge by passing EEI Tech Test as well as other written and laboratory type tests. • Applicant must have 4 years or more of electrical/electronic maintenance experience • Applicant must have completed the following schooling: 1. The IUPUI core list for the Relay/SCADA technician classification, or 2. An associate's degree in Electronics Engineering Technology from an accredited university or from a non-correspondence type • Applicant must complete the Relay/SCADA Apprenticeship.	• Provide the required leadership and guidance for the Relay/SCADA Group. • Understanding of IPL's system protection philosophy • Oversee the installation, commissioning, operation, and troubleshooting of the system protection relay schemes • Provide guidance and feedback to the Transmission Operating Control Center • Provide technical, design, and operational guidance to the Power Supply organization • Working independently and as a team to install, test, modify, maintain and remove all protective relay, associated communication and SCADA equipment currently in service and new, unfamiliar equipment about to be installed at various Company operating centers, substations, power plants and customer locations.

Emergency Plan
Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – Either have one of the existing Relay /SCADA Technicians or one of the Relay Support Engineers to temporally fill the leader role.

Emergency replacement:
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis]
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis]

Institutional-Knowledge Building Plan
Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Based in the demographics of the this work group, the current and future book of work, coupled with the training requirements we should post for two relay/SCADA Tech in the 1st quarter of 2013	[redacted]	3/31/2013
• Evaluate if Phillip Beirer or Jim Fox has an interest in a future leadership role	[redacted]	7/1/2013

Position: Engineer - Relay/Engineering/Support
Position type: Critical Individual Contributors
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree Electrical Engineering or other related discipline from an accredited college/university • Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision	• Understanding of IPL's system protection philosophy • Oversee the installation, commissioning, operation, and troubleshooting of the system protection relay schemes • Provide guidance and feedback to the Transmission Operating Control Center • Provide technical, design, and operational guidance to the Power Supply organization

Emergency Plan
Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – The likelihood of both the incumbents departing at the same time is a low probability.

Emergency replacement: Consider re-assigning [redacted] the role of relay/engineer support.
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] – *The real time knowledge needed to assist the Transmission Operation Control Center would suffer – Additional reliance on the Director of Transmission Operation to help bridge the gap.*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] – *knowledge transfer, length of learning curve, this role can't be considered as a part time position*

Institutional-Knowledge Building Plan
Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Investigate the need to change the 2014 people budget	[redacted]	**6/2013**
•		

Position: Engineer - SCADA/Engineering/Support
Position type: Critical Individual Contributor
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree Electrical Engineering or other related discipline from an accredited college/university • Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision	• Understanding of IPL's Transmission/Substation/Downtown Supervisor Control and Data Acquisition (SCADA) field devices and communication protocols • Oversee the installation, commissioning, operation, and troubleshooting of the SCADA field devices • Provide guidance and feedback to the Transmission Operating Control Center • Provide technical, design, and operational guidance to the Power Supply organization

Emergency Plan

Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – Would re-assign a relay protection support engineer to temporally fill in.

Emergency replacement: Consider re-assigning [redacted] o the role of the SCADA support engineer.

Implications for organization:

- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] – *The real time knowledge needed to design, install, commission, and troubleshoot the SCADA field devices and communication.*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] – *knowledge transfer, length of learning curve, this role can't be considered as a part time position*

Institutional-Knowledge Building Plan

Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Determine the appropriate person to start job shadowing the incumbent	[redacted]	**2/2013**
• Execute on the job shadow program	[redacted]	**6/2012**

Position: Team Leader, Energy Control Systems/Operations/Leadership
Position type: Leadership/Critical Individual Contributor
Incumbent: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree Electrical Engineering or other related discipline from an accredited college/university • Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision • Keen understanding of Energy Control and Outage Management Systems design, philosophies and requirements	• Provide leadership and guidance to the control system team • Knowledge of Cyber Security requirements • Understanding of the compliance requirements for MISO, RFC, NERC & FERC regulations •

Emergency Plan

Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – In the 2-4 month widow would look to promote one of the team members to the lead position until a permanent replacement is hired.

Emergency replacement: [redacted]
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] –
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis]

Institutional-Knowledge Building Plan

Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Currently the Operational Technology Group is considering a re-orgaization that would aid with succession planning	[redacted]	**2/1/2013**
•		

Position: Manager – Transmission Planner
Position type: Leadership & Critical Individual Contributor
Incumbent: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree Electrical Engineering or other related discipline from an accredited college/university • Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision	• Provide leadership and direction for the IPL Planning Group • The ability to understand and perform technical bulk electric system studies for long term planning and real time operations: o Load flow studies o Stability studies o Interconnection studies o Generation & Load modeling o Contingency analysis studies o Loss studies o System reliability studies • Interface with regularly and effectively with MISO, RFC, NERC, & FERC as required

Emergency Plan

Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – Since Transmission Planners are normally working in the future, the existing planners would keep working on their projects. For the book of work the Manager is performing as an individual contributor we would have to outsource.

Emergency replacement: External hire
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] – *loss of productivity and knowledge of the IPL Transmission Planning procedures and processes*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] – *Compliance with MISO, RFC, NERC and FERC requirements – Hire outside engineering firm*

Institutional-Knowledge Building Plan

Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• There is a position in the 2013 people budget to hire a new transmission planning – need to execute on the hiring of the engineer as a potential replacement	[redacted]	**June 2013**
•		

Position: Relay/SCADA Technician/Operations/Technical
Position type: Critical Individual Contributors
Incumbents: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Applicant must have a technical aptitude and possess an advanced working knowledge of basic electricity and electronics and be able to demonstrate this knowledge by passing EEI Tech Test as well as other written and laboratory type tests. • Applicant must have 4 years or more of electrical/electronic maintenance experience • Applicant must have completed the following schooling: 1. The IUPUI core list for the Relay/SCADA technician classification, or 2. An associate's degree in Electronics Engineering Technology from an accredited university or from a non-correspondence type • Applicant must complete the Relay/SCADA Apprenticeship.	• Working independently and as a team to install, test, modify, maintain and remove all protective relay, associated communication and SCADA equipment currently in service and new, unfamiliar equipment about to be installed at various Company operating centers, substations, power plants and customer locations.

Emergency Plan

Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – Since there are currently 14 incumbents in the role the need for a 2-4 month emergency plan is not required

Emergency replacement:
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis]
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis]

Institutional-Knowledge Building Plan

Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Based in the demographics of the this work group, the current and future book of work, coupled with the training requirements we should post for two relay/SCADA Tech in the 1st quarter of 2013	[redacted]	3/31/2013
•		

Position: System Operations Coordinator/Operations/Transmission Operator
Position type: Leadership/Critical Individual Contributor
Incumbent: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Accredited post secondary education in an engineering or technology related field • Must successfully pass pre-screening EEI exam SOPD • High degree of electrical and mechanical aptitude • Available for all System Operations shifts • Ability to pass NERC Certification exam within 6 months	• Accredited post secondary education in an engineering or technology related field • Current NERC Certification and Electric Utility experience in transmission and/or distribution operations • Computer proficiency and effective verbal and written communication skills • Ability to work in a real-time operations environment and as a team member • Understanding of power substation equipment, power system electrical fundamentals, and the ability to interpret substation one-line diagrams and electrical schematics • Proficient in the English Language • Electric utility job related experience or training

Emergency Plan

Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – Since there are 9 incumbents the need for a 2-4 month emergency plan would be to increase the work schedules to include a base amount of overtime to provide the required 7x24 coverage

Emergency replacement:
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis]
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis]

Institutional-Knowledge Building Plan

Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Fill the current system operator (junior position) vacancy	[redacted]	**2/2013**
• Post for a new system in anticipation of pending retirement(s)	[redacted]	**2/2013**

Position: Lead System Operations Coordinator/Operations/Transmission Operator
Position type: Leadership/Critical Individual Contributor
Incumbent: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Accredited post secondary education in an engineering or technology related field • Must successfully pass pre-screening EEI exam SOPD • High degree of electrical and mechanical aptitude • Available for all System Operations shifts • Ability to pass NERC Certification exam within 6 months • Ensure compliance with MISO, RFC, NERC, & FERC requirements	• Provide leadership and guidance to the Transmission Operating Control Center • Interface and represent IPL with MISO • Accredited post secondary degree in an engineering or technology related field • Current NERC Certification and Electric Utility experience in transmission and/or distribution operations • Computer proficiency and effective verbal and written communication skills are requirements • Ability to work in a real-time operations environment and as a team member • Understanding of power substation equipment, power system electrical fundamentals, and the ability to interpret substation one-line diagrams and electrical schematics • Proficient in the English Language • Electric utility job related experience or training

Emergency Plan

Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions – Temporally assign on of the existing System Coordinator to the Lead position.

Emergency replacement:
Implications for organization:
- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis]
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis]

Institutional-Knowledge Building Plan

Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Fill the current system operator (junior position) vacancy	[redacted]	**2/2013**
• Post for a new system in anticipation of pending retirement(s)	[redacted]	**2/2013**

Position: Engineer - Meter/Engineering/Support
Position type: Critical Individual Contributor
Incumbent: [redacted]

Position Profile

Key Technical Skills Required	*Key Competencies/Experience Needed*
• Bachelor's degree in Electrical Engineering or other related discipline from an accredited college/university	• Strong computer skills to include Microsoft Suite • Strong oral and written communication skills • Demonstrated ability to work effectively and cooperatively with others as well as operate with a minimum of supervision • Understanding of the Automated Meter Reading system and the Automated Meter Infrastructure • In depth knowledge of commercial and residential metering design

Emergency Plan
Purpose: How we would cover this position for 2-4 months while a permanent replacement is identified and transitions

Emergency replacement: Transition of a relay/system protection engineer
Implications for organization: Delay in accomplishing the required book of work for the system protection engineers

- [What key gaps would exist for position being filled; how could these gaps be covered on a short-term basis] – *Knowledge and training on specific metering system used to bill all of IPL customers.*
- [What key gaps would emerge because of the replacement stepping into this role on a full or part-time basis; how could those gaps be covered on a short-term basis] – *Customer Operation leadership would have to ensure that all of IPL billing requirements are being met in a timely fashion (revenue and design for new installations)*

Institutional-Knowledge Building Plan
Purpose: Actions we will take to: (1) reduce risks associated with the incumbent leaving unexpectedly; and (2) make the transition to a replacement as quick and seamless as possible

Action	*Lead*	*Timing*
• [Examples: cross-training another person in key responsibilities; documenting key processes; automating select tasks; etc.]		
• Work with Customer Operation leadership team to identify potential candidates for cross training.	[redacted]	**6/2013**
• Investigate the need to change the 2014 people budget	[redacted]	**6/2013**

Power Delivery
Five Year Analysis

			PROJECTED SUPPLY (RETIREMENTS)					PROJECTED NEED					GAP				
Position Name	FTE	Minimum	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Account Executive	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	0
Administrative Assistant II	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Administrative Assistant III	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Administrative Clerk	15	15	14	14	10	10	10	15	15	15	15	15	-1	-1	-5	-5	-5
Administrator, Safety & Training	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
AMI System Administrator	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Assistant Surveyor	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	0	-1
Assistant to Engineer, Sr	15	15	14	13	12	12	12	15	15	15	15	15	-1	-2	-3	-3	-3
Building Maintenance Attendant	3	3	3	3	2	2	2	3	3	3	3	3	0	0	-1	-1	-1
Building Maintenance Mechanic	5	5	5	4	4	4	4	5	5	5	5	5	0	-1	-1	-1	-1
Carpenter	2	2	0	0	0	0	0	2	2	2	2	2	-2	-2	-2	-2	-2
CIP Cyber Security Analyst	2	2	2	2	2	2	1	2	2	2	2	2	0	0	0	0	-1
Communications & Control Specialist	2	2	1	1	1	1	0	2	2	2	2	2	-1	-1	-1	-1	-2
Contractor Coordinator	8	8	8	6	5	4	4	8	8	8	8	8	0	-2	-3	-4	-4
Cut Off Man	4	4	4	4	4	4	4	4	4	4	4	4	0	0	0	0	0
Database Administrator, MISO Interface	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Demand Meter Reader	9	9	6	6	6	5	5	9	9	9	9	9	-3	-3	-3	-4	-4
Director	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Director, Asset Management	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Director, Distribution Field Operations	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Director, Engineering	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Director, Strategic Accounts & Marketing	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0

Power Delivery
Five Year Analysis

			PROJECTED SUPPLY (RETIREMENTS)					PROJECTED NEED					GAP				
Position Name	FTE	Minimum	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Director, Transmission Field Operations	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Electrician	2	2	1	1	1	1	1	2	2	2	2	2	-1	-1	-1	-1	-1
Electronic Metering Specialist	4	4	4	4	4	4	4	4	4	4	4	4	0	0	0	0	0
Engineer	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	0
Engineer, Associate	3	3	3	3	3	3	3	3	3	3	3	3	0	0	0	0	0
Engineer, General	5	5	5	5	5	5	5	5	5	5	5	5	0	0	0	0	0
Engineer, Lead	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	0
Engineer, Principal	9	9	7	7	7	5	5	9	9	9	9	9	-2	-2	-2	-4	-4
Engineer, Sr	20	20	17	17	17	13	12	20	20	20	20	20	-3	-3	-3	-7	-8
Engineering Drafter	6	6	5	5	5	4	3	6	6	6	6	6	-1	-1	-1	-2	-3
Facilities Coordinator	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Field Safety Coordinator	2	2	2	2	1	1	1	2	2	2	2	2	0	0	-1	-1	-1
General Clerk	2	2	2	2	2	1	1	2	2	2	2	2	0	0	0	-1	-1
General Construction & Equipment Operator Crew Leade	1	1	1	0	0	0	0	1	1	1	1	1	0	-1	-1	-1	-1
Graduate Student	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Key Account Executive	2	2	2	2	2	2	0	2	2	2	2	2	0	0	0	0	-2
Lead Clerk	9	9	8	7	6	6	5	9	9	9	9	9	-1	-2	-3	-3	-4
Lead System Operations Coordinator	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	-1	-1
Lineman 1st Class	55	55	55	53	53	52	52	55	55	55	55	55	0	-2	-2	-3	-3
Lineman Apprentice	12	12	12	12	12	12	12	12	12	12	12	12	0	0	0	0	0
Lineman Crew Leader	30	30	29	29	29	29	29	30	30	30	30	30	-1	-1	-1	-1	-1
Machinist	1	1	1	1	0	0	0	1	1	1	1	1	0	0	-1	-1	-1

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Five Yea Analysis

			PROJECTED SUPPLY (RETIREMENTS)					PROJECTED NEED					GAP				
Position Name	FTE	Minimum	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Manager, Customer Solutions	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Manager, Electric Delivery Engineering	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Manager, Lines Field Operations	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	0	-1
Manager, Metering Services	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	0	-1
Manager, NERC Compliance	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Manager, Power Delivery Operations	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Manager, Substation & Network Field Operations	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	-1	-1
Manager, Substation & Protection Engineering	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	-1	-1
Manager, Transmission Operations	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Mechanic	11	11	9	9	9	9	8	11	11	11	11	11	-2	-2	-2	-2	-3
Meter Installer	13	13	9	8	7	7	6	13	13	13	13	13	-4	-5	-6	-6	-7
Meter Man	15	15	13	12	9	9	8	15	15	15	15	15	-2	-3	-6	-6	-7
Metering Specialist	2	2	0	0	0	0	0	2	2	2	2	2	-2	-2	-2	-2	-2
Municipal Lighting Representative	3	3	1	1	1	1	1	3	3	3	3	3	-2	-2	-2	-2	-2
NERC Compliance Analyst	3	3	3	3	3	3	3	3	3	3	3	3	0	0	0	0	0
Officer, Sr Vice President, Customer Operations	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Operator Heavy Mobile Equipment	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Painter	3	3	2	2	1	0	0	3	3	3	3	3	-1	-1	-2	-3	-3
Patrolman	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	0
Power Quality Specialist	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	0
Principal Engineer	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Project Coordinator	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0

Power Delivery
Five Year Analysis

Position Name	FTE	Minimum	PROJECTED SUPPLY (RETIREMENTS)					PROJECTED NEED					GAP				
			2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Project Manager, Asset Management	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Real Estate Representative	2	2	1	1	1	1	1	2	2	2	2	2	-1	-1	-1	-1	-1
Relay/SCADA Technician	14	14	10	10	9	7	7	14	14	14	14	14	-4	-4	-5	-7	-7
Section Leader, Construction	2	2	1	1	1	1	1	2	2	2	2	2	-1	-1	-1	-1	-1
Section Leader, Distribution Operations	6	6	5	5	4	3	3	6	6	6	6	6	-1	-1	-2	-3	-3
Section Leader, Drafting & Records	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Section Leader, Electric Delivery Engineering	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Section Leader, Facilities & Fleet	2	2	1	1	1	1	1	2	2	2	2	2	-1	-1	-1	-1	-1
Section Leader, Land Surveying	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	0	-1
Section Leader, Lines Operations	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	0
Section Leader, Major Underground Projects	1	1	1	1	0	0	0	1	1	1	1	1	0	0	-1	-1	-1
Section Leader, Mechanical	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Section Leader, Metering Admin Support & Mobile Data	1	1	1	1	0	0	0	1	1	1	1	1	0	0	-1	-1	-1
Section Leader, Municipal Lighting Design	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Section Leader, Network & Substation Operations	4	4	3	3	3	3	2	4	4	4	4	4	-1	-1	-1	-1	-2
Section Leader, Service Operations	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Service Dispatcher	15	15	14	13	12	11	10	15	15	15	15	15	-1	-2	-3	-4	-5
Service Lineman	3	3	2	2	2	2	2	3	3	3	3	3	-1	-1	-1	-1	-1
Sr CAD Coordinator	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Strategic Account Executive	3	3	1	1	1	1	1	3	3	3	3	3	-2	-2	-2	-2	-2
Substation Inspector Switchman	4	4	3	3	3	3	3	4	4	4	4	4	-1	-1	-1	-1	-1
Substation Mechanic	21	21	19	18	18	18	16	21	21	21	21	21	-2	-3	-3	-3	-5

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Five Yea[illegible] Analysis

			PROJECTED SUPPLY (RETIREMENTS)					PROJECTED NEED					GAP				
Position Name	FTE	Minimum	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Substation Mechanic Crew Leader	15	15	15	14	14	12	12	15	15	15	15	15	0	-1	-1	-3	-3
Surveyor	3	3	3	3	3	2	2	3	3	3	3	3	0	0	0	-1	-1
System Operations Coordinator	8	8	7	6	6	6	6	8	8	8	8	8	-1	-2	-2	-2	-2
System Operator	5	5	5	5	5	5	4	5	5	5	5	5	0	0	0	0	-1
Team Leader, Advanced Metering Technology	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Team Leader, Chief Engineer	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	0	-1
Team Leader, Contract Management	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Team Leader, Customer Projects Engineering	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Team Leader, Customer Service Metering	3	3	3	3	3	3	3	3	3	3	3	3	0	0	0	0	0
Team Leader, Electric Delivery Operations Support	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Team Leader, Energy Control Systems	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Team Leader, Facilities & Transportation Fleet	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Team Leader, Line Clearing	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	0	-1
Team Leader, Lines Scheduling	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	-1	-1
Team Leader, Major Distribution Projects Engineering	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Team Leader, PD Administrative Support	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Team Leader, Relay/SCADA	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Team Leader, Safety & Training	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Team Leader, Transmission Design & Maintenance	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Technical Training Coordinator	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
Technical Training Specialist	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Technician	4	4	3	3	3	3	2	4	4	4	4	4	-1	-1	-1	-1	-2

Powe[illegible]livery
Five Yea[illegible] Analysis

Position Name	FTE	Minimum	PROJECTED SUPPLY (RETIREMENTS)					PROJECTED NEED					GAP				
			2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Troubleman	27	27	22	21	19	19	19	27	27	27	27	27	-5	-6	-8	-8	-8
UG Construction & Maintenance Man	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	0	0
UG Construction & Maintenance Man Crew Leader	1	1	0	0	0	0	0	1	1	1	1	1	-1	-1	-1	-1	-1
UG Utility Splicer	3	3	3	3	3	3	2	3	3	3	3	3	0	0	0	0	-1
UG Utility Splicer Crew Leader	9	9	9	8	7	7	6	9	9	9	9	9	0	-1	-2	-2	-3
Welder Crew Leader	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	0	-1
Work Coordinator, Asset Support	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0
Work Scheduler	6	6	5	5	5	5	5	6	6	6	6	6	-1	-1	-1	-1	-1

CUSTOMER OPERATIONS SUCCESSION ACTIONS TO-DATE

- Recent Hires
  - [redacted] Relay Engineer
  - [redacted] CBD/Network Engineer
  - [redacted] CBD/Network Engineer
  - [redacted] Relay Engineer
  - 12 Apprentice Linemen
  - [redacted] Standards/Asset Management
- 2013 Budget
  - 3 Substation Mechanics
  - 1 Transmission Planning Engineer
  - 1 Transmission Design Engineer
  - 1 OMS/ECS Technician

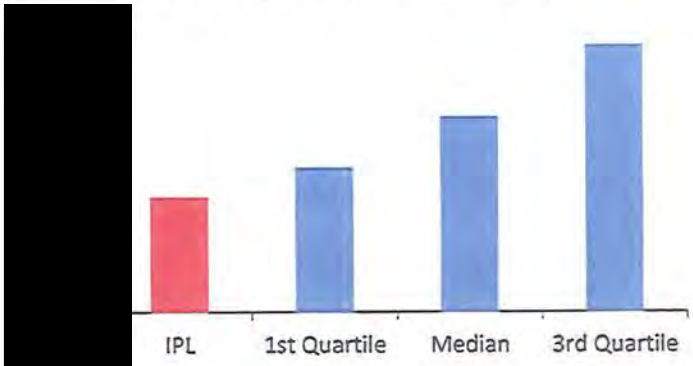
CUSTOMER OPERATIONS SUCCESSION ACTIONS TO-DATE Continued

- Power Delivery Reorganization in 2011
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

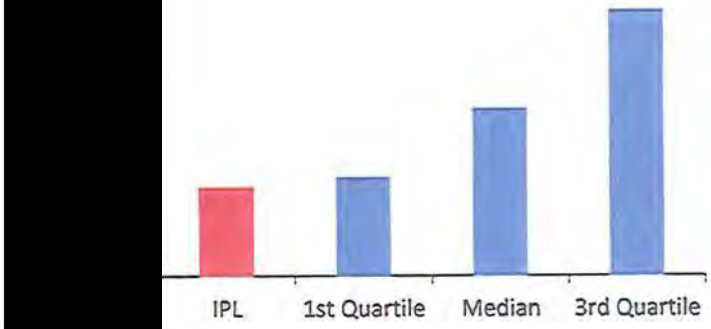
T&D Costs (Both O&M and Capital) Are Relatively Low (Top Quartile), Suggesting That Staffing Levels Are Also Likely Low. This Exacerbates Any Staffing Shortage Risk

T&D O&M/Line Mile (3 yr avg)

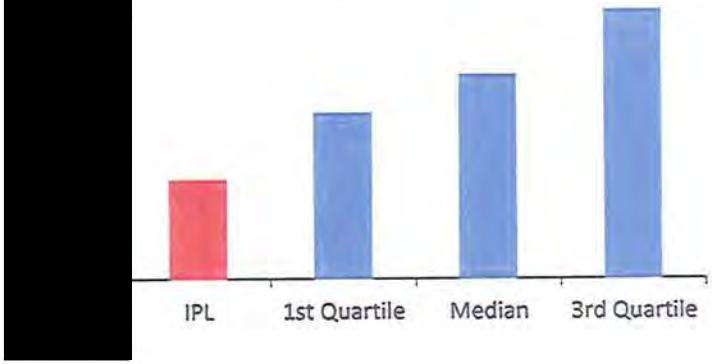
T&D O&M/Customer (3 yr avg)



T&D CAPEX/Line Mile (3 yr avg)

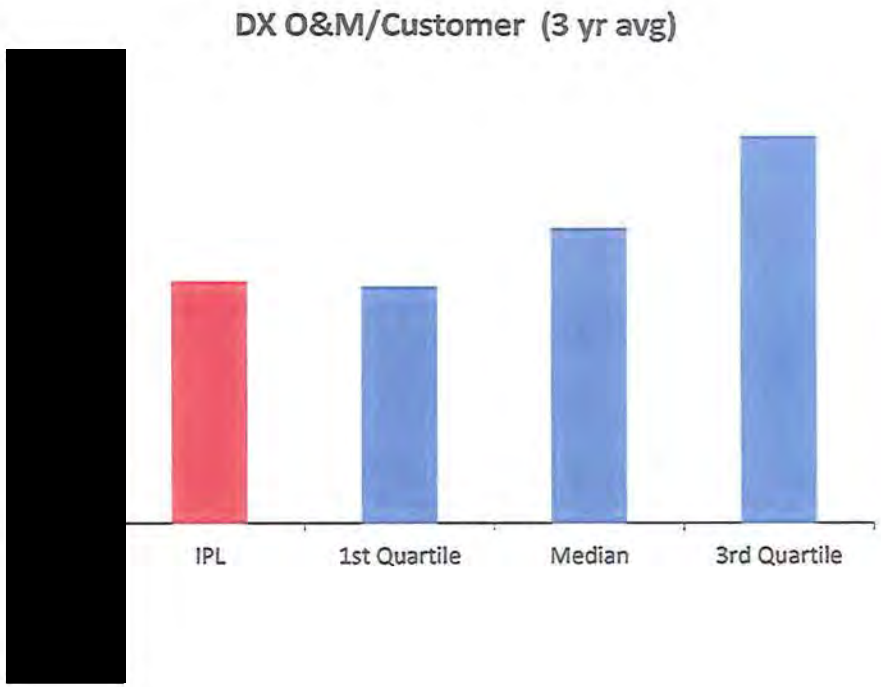


T&D CAPEX/Customer (3 yr avg)



UMS INFORMATION

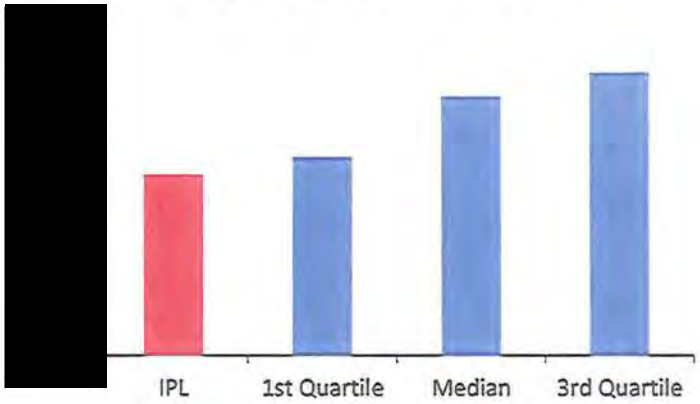
The Low Cost Pattern Is Consistent In Both The Transmission and Distribution Businesses



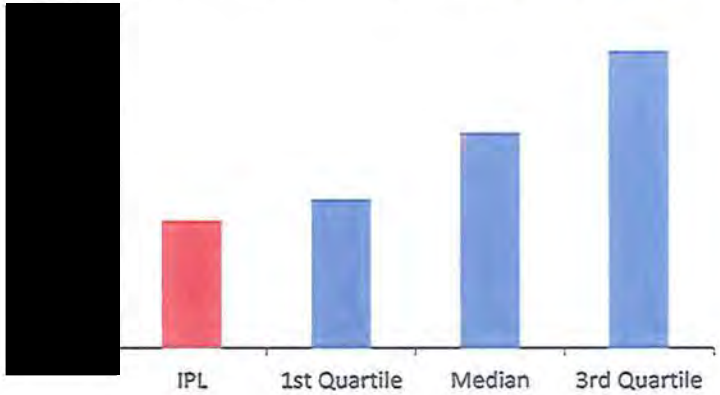
UMS INFORMATION

High Level Staffing Comparison Against Other US T&D Organizations Suggests That IPL Is Thinly Staffed Compared To Other Utilities ...

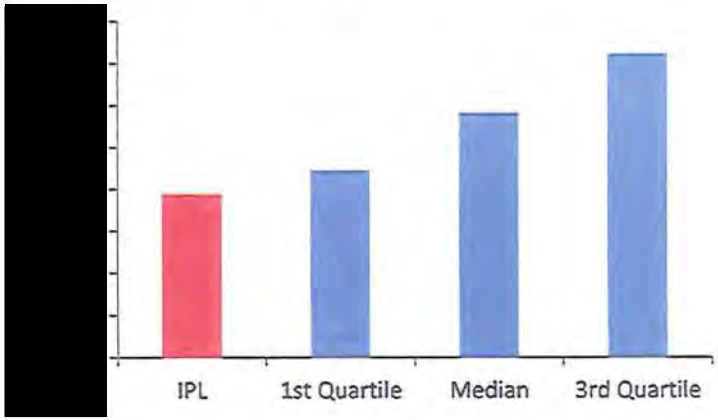
ED FTEs/10,000 Customers



ED FTEs/1000 Primary Conductor Line Miles

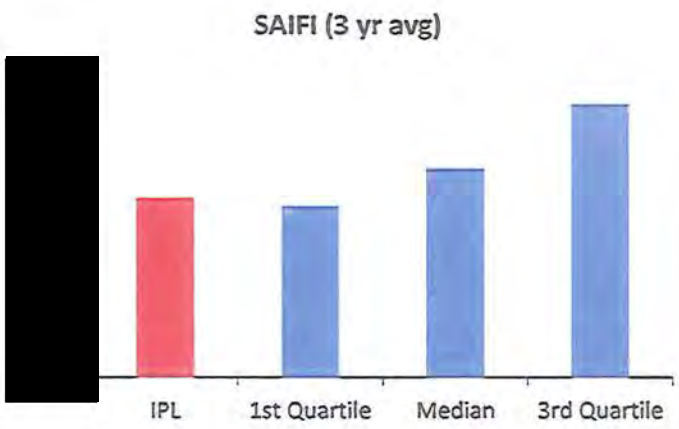


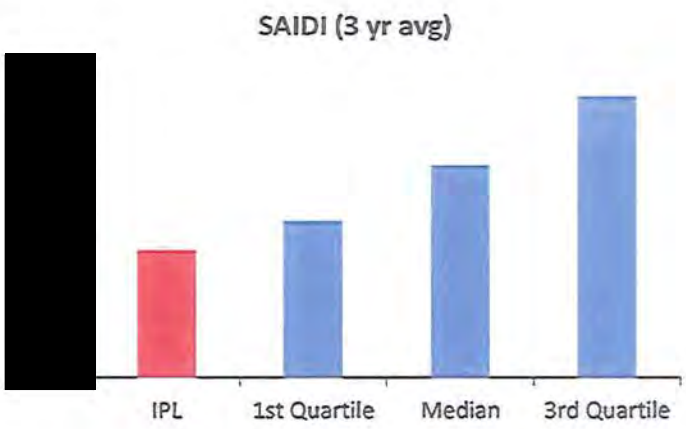
ED FTEs/1000 Primary Circuit Miles

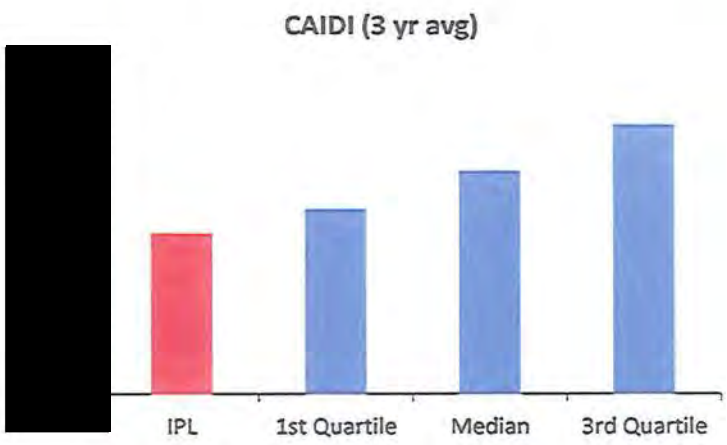


UMS INFORMATION

Fortunately, Current Reliability Is Very Good (Top Quartile), But The System Is Aging And Is Likely To Present Both Increasing Maintenance Costs And Declining Reliability As Age Takes Its Toll.

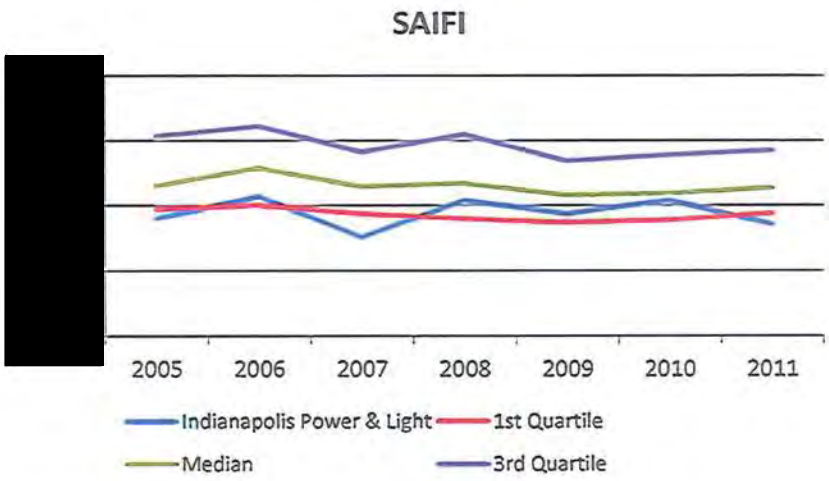


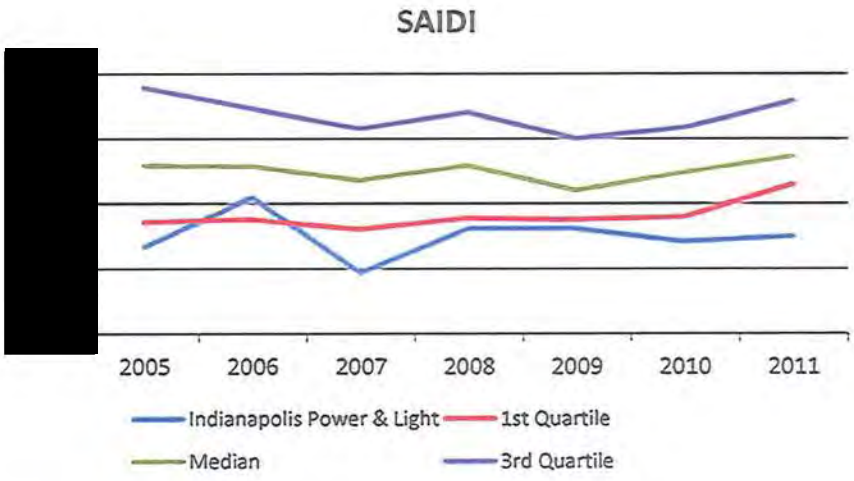




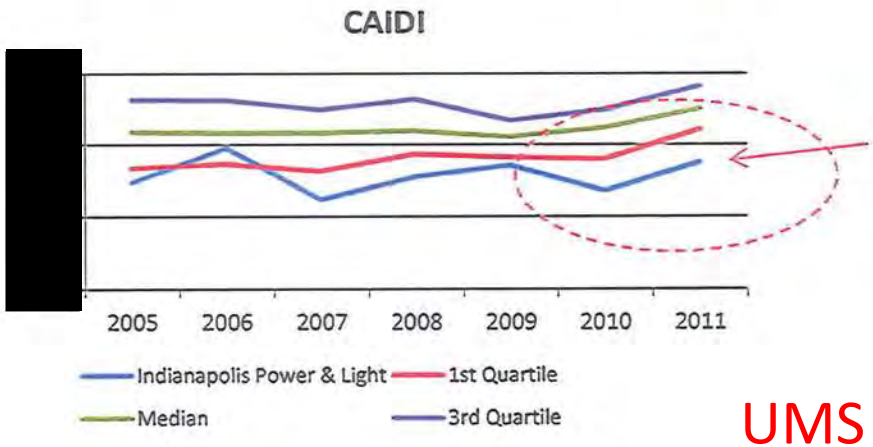
UMS INFORMATION

And With The Possible Exception Of CAIDI, Longer Term Reliability Trends Also Look Fairly Robust ..





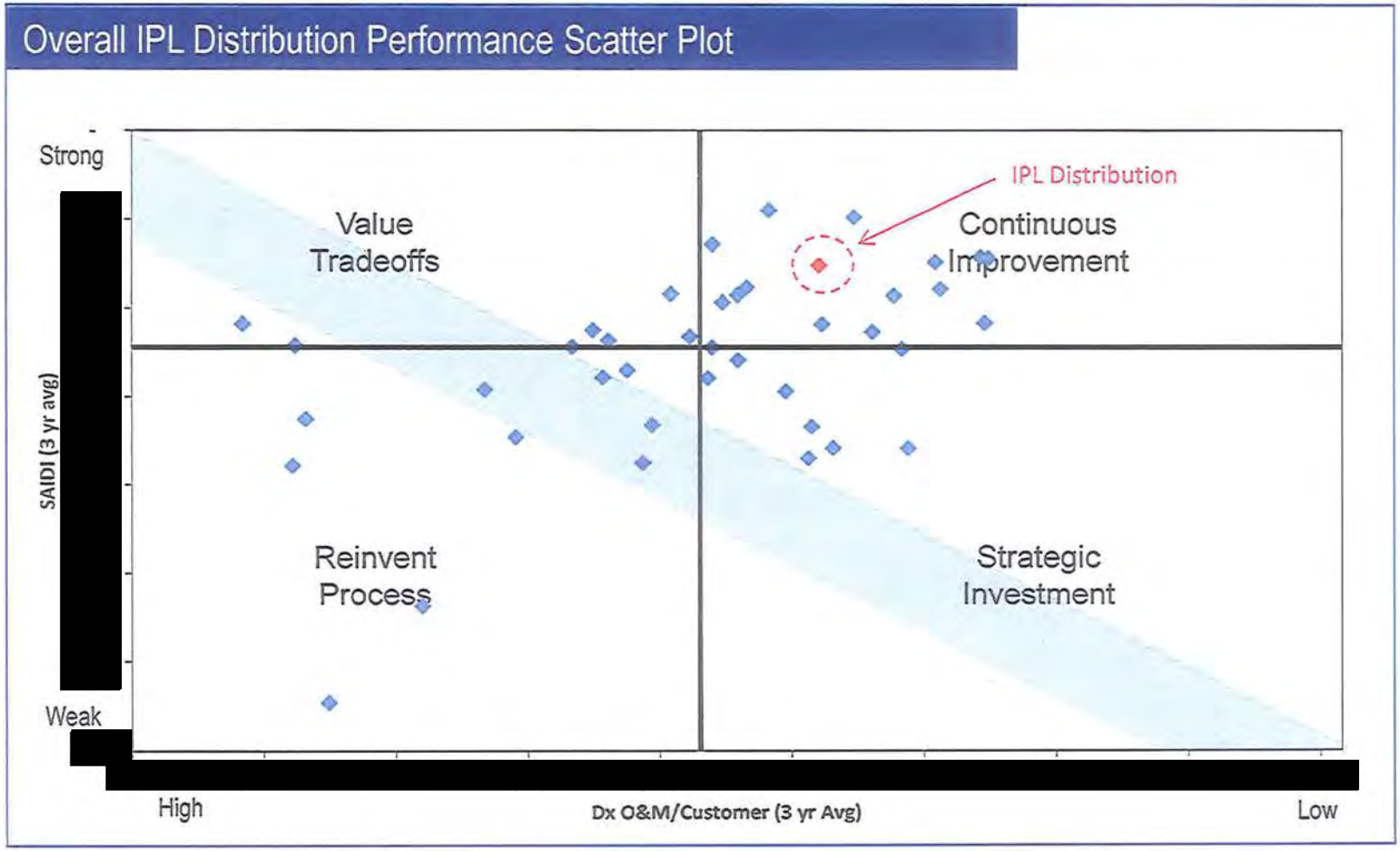
Developing Some Leading Indicators In This Area Would Be A Prudent Move.



Has CAIDI Performance Declined Over The Past Year?

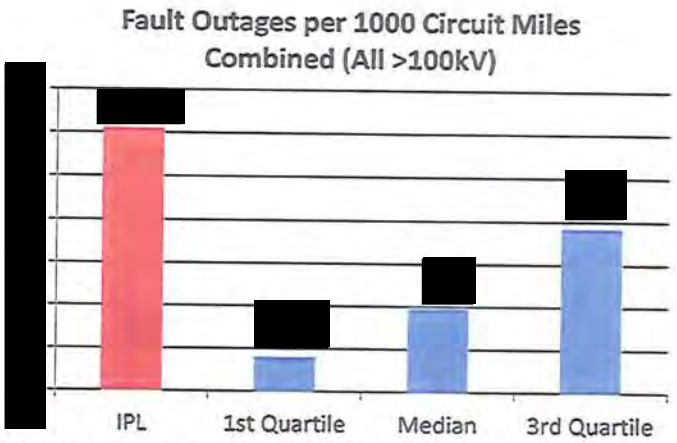
UMS INFORMATION

Overall, IPL Has Demonstrated Exceptional Distribution Performance Compared to Other Similar Utilities...



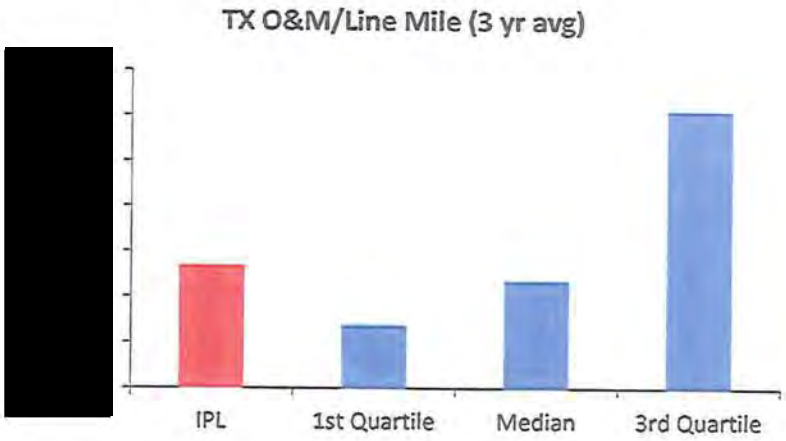
UMS INFORMATION

While transmission contribution to distribution reliability is not significant, when line faults, regardless of loss of service, are analyzed, IPL does not compare well. Although it is noted that due to IPL's limited amount of transmission line miles, any single outage can negatively affect the overall performance comparison



Note: Service Level is compared on Line Faults (Lock Outs) against an International Peer Group of 30 Transmission organizations.

Transmission O&M Spend is Slightly Above Average As Reported On FERC Form 1 Data.



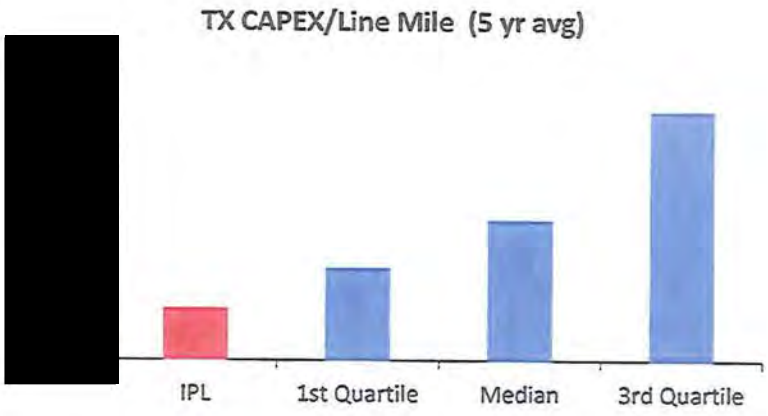
UMS INFORMATION

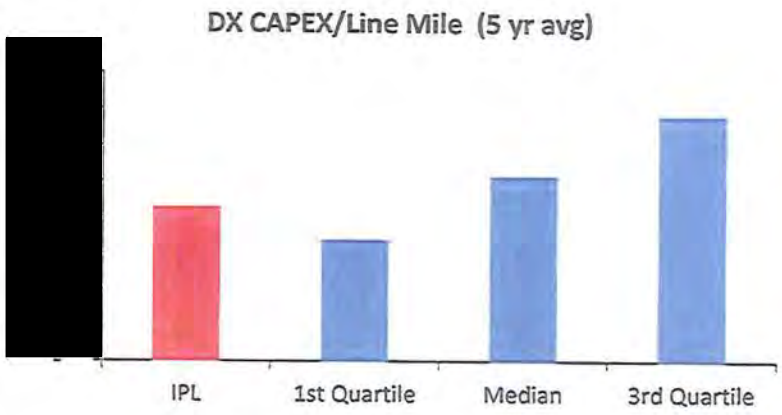
Overall, IPL Has Demonstrated Below Par Transmission Performance Compared to Other Similar Utilities...

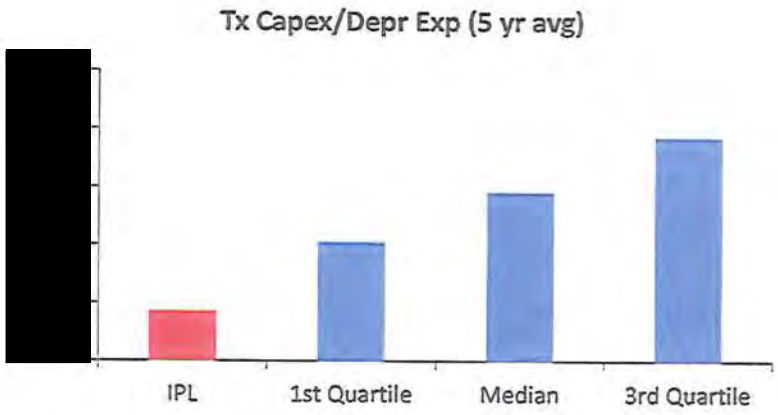
[redacted]

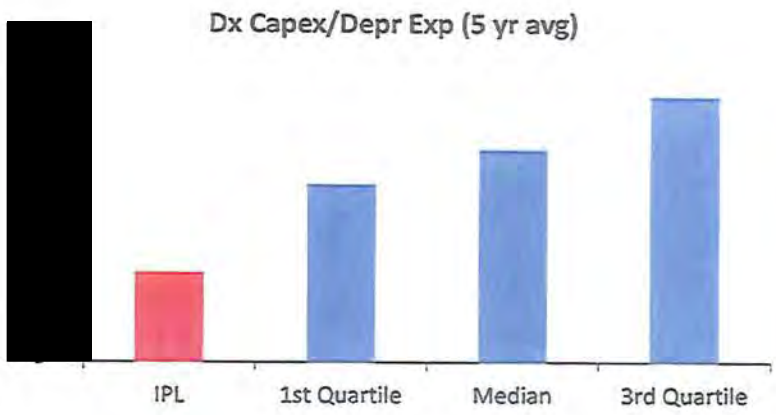
UMS INFORMATION

The Concern Is That Distribution Performance Level May Not Be Sustainable, Given IPL's Very Modest Levels Of Capital Reinvestment In The System Over The Past Few Years ...









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If Asset Age Begins To Drive Failures, It Could Well Cascade, Driving Reliability Lower And Costs Higher To Respond to The Growing Number Of Outages...

Overall IPL Composite Performance Scatter Plot

[redacted]

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Structure - Model Conceptual Design – Phase 2

[redacted]

UMS INFORMATION

UMS INFORMATION

Book Of Work – Original Assumptions

Position Name (needs to be alphabetical order)	FTEs Required to perform the book of work including contractors					% of Resources are IPL Internal FTEs	IPL FTEs Required for the book of work					Current IPL FTE
	2013	2014	2015	2016	2017		2013	2014	2015	2016	2017	
Assistant Engineer	11	11	11	11	11	100%	11	11	11	11	11	13
Doble Testers	2	2	2	2	2	100%	2	2	2	2	2	2
Lineman	118	118	118	118	118	75%	89	89	89	89	89	89
Machinist	1	1	1	1	1	0%	0	0	0	0	0	1
Relay Technician	18	18	18	18	18	85%	15	15	15	15	15	13
Service Dispatchers	16	16	16	16	16	100%	16	16	16	16	16	16
Service Linemen	9	9	9	9	9	0%	0	0	0	0	0	3
Substation Mechanics	42	42	42	42	42	85%	36	36	36	36	36	36
Switchmen	4	4	4	4	4	100%	4	4	4	4	4	3
Technicians												4
Troubleman	26	26	26	26	26	100%	26	26	26	26	26	27
UMC						0%	0	0	0	0	0	3
Utility Splicers	8	8	8	8	8	0%	0	0	0	0	0	14
Welder	1	1	1	1	1	0%	0	0	0	0	0	1
	256	256	256	256	256		199	199	199	199	199	225

Note: Red font signifies those Job Classifications most likely to be phased out over time as incumbents retire.

- The previous assumed Book of Work was stable at 256 FTEs of work and 199 FTEs of in-house staff required.
- This incorporated the phase out of 4 job classifications over the next several years as the incumbents retire.
- This ignores opportunities to improve productivity, which could reduce staff needs further.
- However, a far greater impact is likely to come from IPL's aging infrastructure, and a large volume of asset replacements over the next 5 to 10 years.

Modular Structure To Our Analysis ...

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Modules:	Description	Outputs
1 - Book of Work	Determine the scale and type of work that will be required to be accomplished in each of the next 5 years. Quantify all work as the level of required effort (FTEs of labor by job category) by Asset Category (and consider the effects of aging assets and resulting expected increases in asset replacement and refurbishment work), for use in later balancing calculations and optimization.	Manpower requirements (FTEs) by year (next 5 years) within each job classification, for each category of work in the Book of Work
2 - Resource Availability	Determine what level and mix of resources will be available to accomplish the work in each of the next 5 years. This includes in-house employee FTEs (Base and OT after expected retirements), and Contractors, by type of work.	Available resources (Internal and External) in each of the next 5 years, by type of work required
3 - Labor Productivity Changes	Determine what impact various productivity improvement levers will have on the required number of FTEs to get the book of work done. This will include such mechanisms as: shifts in the age of the workforce, shift configuration, wrench time per day, optimization of crew sizes, relaxation of work rule restrictions, adoption of new work practices such as job site reporting, off shift support services, productivity management to improve unit rates to best practice levels, etc.	Overall contribution (incremental FTEs) projected from productivity gains, by job classification. (Phase 2 - FUTURE FEATURE)
4 - Constraints on use of labor resources	Determines what impact (reduction of effective resource numbers (FTEs)that are really available for work in each Job category) such constraints on use of labor resources (including have on the optimal resourcing of the Book of Work.	Overall reduction (decremental FTEs) projected due to each constraint, by job classification. (Phase 2 - FUTURE FEATURE)
5 - Supply - Demand Balancing Model	This Model calculates the optimal balance of resources vs. work to be done, for each of the next 5 years. This module will be designed to deliver several cases (a "Base Case", "Optimal Case for Resource Productivity", "Optimal Case for Workload Refinement", and "Best Case")	- Incremental FTE's required by year, by Job Class, and by type of work to accomplish projected Book of Work. - IPL new hires by job class, - Assumed internal promotions, - Assumed outsourcing % and Contractor FTEs by type of work

Refined Book Of Work – We Are Constructing A Bottom Up PM Workload Analysis Based on Asset Management's Standards For Inspections and Tests - For Line Assets ...

Asset Counts	Asset Classes		Inspection Period		ManHours per Task	# of tasks per day	Crew Size
~600,000	Poles		10	Years	0	Osmose	0
5,864	Dx OH Lines Patrol & Infrared	30 miles per day?	4	Years	0.03333 33	30	1
5,864	Dx OH Lines - NESC Inspection	10 miles per day?	10	Years	0.1	10	1
4,613	Dx URD Above Ground Facilities		10	100% once per 10 Years	0.21739 13	4.6	1
350	Line Reclosures		1	Year	2	4	2
400	Line Regulators		-	As Needed	0.8	10	2
200	Capacitors		0.5	Year	0.8	10	2
1,800	Tree Trim (assume 30% exposed)	~600 miles per year, 2 Supvs	3	Years	1.6	5	1
100	Danger Trees	IPL Supervision	3	Years	4	2	1
70	Critical 345 KvLine (assume 15%)		1	Years		6	
457	345 kV Tx Walking Inspection		5	Years		6	
377	138 kV Tx Helicopter Patrol		1	Years		200	
377	138 kV Tx Walking Inspection		5	Years		8	
377	138 kV Tx Thermal Scan		5	Years		8	
	Tx Vegetation - Spray, trim, & Cut	IPL Supervision	5	Years			

UMS INFORMATION

	Substation	Voltage (kV)	4.1 Oil or Air	4.1 vac	13.2 Hyd	13.2 Hi Contam	13.2 Air	13.2 vac	34.5 SF6	34.5 Oil	34.5 vac	138	345 Oil	345 SF6
1,599	Circuit Breaker - External Inspection	Cycle in Years	5	8	3	2	5	8	5	1	8	5	5	4
		Count												
		ManHours per Task												

... As Well As For Substations and the CBD Network Assets ....

Asset Counts	Asset Classes			Inspection Period		ManHours per Task	# of tasks per day	Crew Size
143	Substation Site Visual Inspection			0.25	Years	2	4	2
143	Substation Site - Infrared Scan			0.5 .25, .5, 2		4	2	2
143	Substation Site - Lighting Check			1	Years	4	2	2
200	Circuit Breaker - Op Check	138 and 345 kV		0.5	Years	0.6666667	12	2
1,599	Circuit Breaker - Internal Inspection			2 (for 34.5kV)		5.3333333	1.5	2
1,599	Circuit Breaker - Oil in Compressors	138 and 345		2	Years	0.6666667	12	2
			Voltage		34.5 Vac	138 SF6	138 Oil	138 Cap
			Freq		5	7	5	3
			Count					
1,599	Circuit Breaker - Insulation Test		ManHrs					
427	Transformer - Tap Changer under Load		DGA		Years	2	4	2
427	Transformer - Doble Insulation Test		3, 5		Years	2	4	2
427	Transformer - DGA		.25, .5, 1		Years	4	2	2
150	Substation Vegetation			1	Years	4	2	1
500	Relays (NERC)	Calibrate & Trip Test 138 & 345	NERC		Years	2.6666667	3	1
300	Relays (Non-NERC)	Calibrate & Trip Test 34.5	4, 7		Years	1.3333333	6	1
2,400	Relays (Non-NERC)	Calibrate & Trip Test 13.2 & 4.1		14	Years	1.3333333	6	1
150	Batteries Capacity Discharge Test			5	Years	2	4	1
150	Batteries Visual & Safety Check			0.25	Years	0.5	16	1
150	Batteries Flame Arr, Float Terms, Cell Float,			0.5	Years	0.6666667	12	1
150	Batteries Spec Grav, Resistce, Float Panel			1	Years	1.3333333	6	1
	CBD Network							
327	Network Protectors	Included in Vaults Below		2	Years		NA	
344	Network Transformers	Included in Vaults Below		2	Years		NA	
300	Man Holes	Visual Inspection and Infrared		3	Years		6	2
300	Vaults	Visual Inspection and Infrared		2	Years		1	2

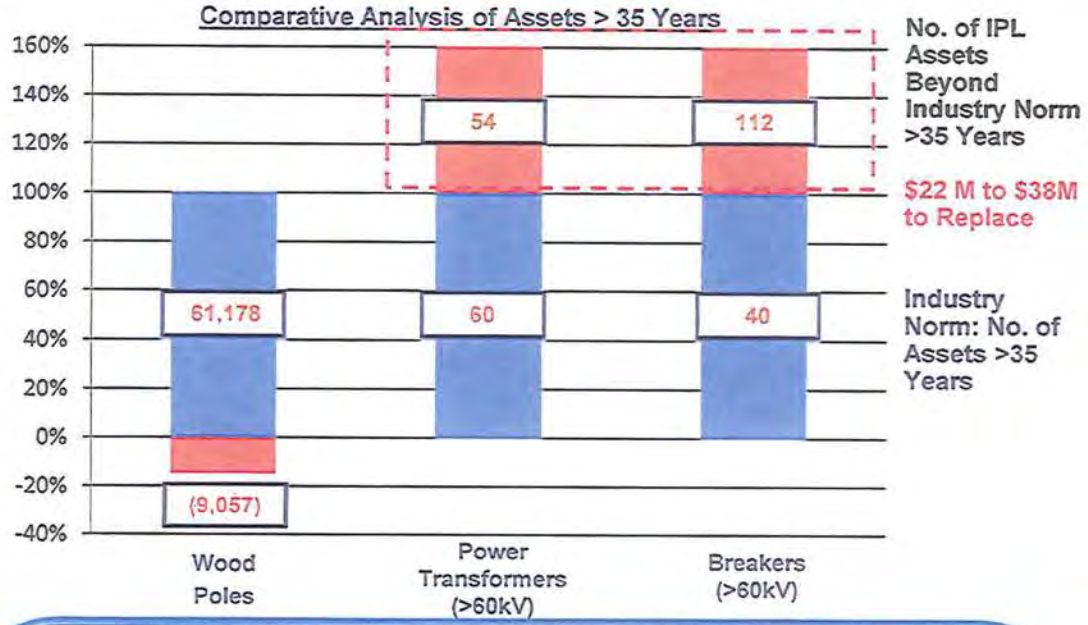
UMS INFORMATION

Overall Assessment

Aging Infrastructure – Recovery

Asset Age Profile

	Total Number	> 35 Years	
		IPL	Industry Norm
Wood Poles	135,950	38%	45%
Power Transformers (>60kV)	200	57%	30%
Circuit Breakers (>60kV)	266	57%	15%



NOTE: The three categories of T&D assets presented are those we have found typically cover 80% of the capital dollars required for infrastructure replacement.

In the absence of specific knowledge of each asset's health and condition, criticality to the T&D system, and maintenance and operating history, we have used asset age as a proxy to estimate the required CAPEX to make these replacements:

Note:

- Based on the size of IPL Power Transformers, replacement cost range estimated at $250K to $500K per unit.
- Estimated replacement costs per unit for Transmission Breakers $80K to $100K.

UMS INFORMATION

Asset Health Assessment

Facts:

The number of IPL T&D assets that are over 35 years old compared against industry norms. We find that IPL Wood Poles are actually 15% below the norm in age, while Power Transformers are 90% above, and Circuit Breakers are 281% above the industry norm.

Implications:

Though the industry as a whole has underinvested capital in T&D over the last 15-20 years, IPL T&D remains behind even that curve in replacing assets that are increasingly likely to fail. As availability of financial and personnel resources to "get ahead" of this issue are indeed limited, IPL T&D needs to adopt value and risk-based approaches to strategically address this issue over an extended period of time (typically 10 years)

Using age as a proxy to estimate the CAPEX investment deficiency, IPL T&D will need to invest an additional $22M to $38 M of infrastructure refurbishment/replacement capital over the next 10 years just to attain Industry average.

UMS INFORMATION

Key Assumptions:

- Industry Age profiles on assets without vintage data
- Retirement probabilities are similar across each work group (see table to right =>)
- Mix of work required (PM/PdM/CM) for each asset class in each year
- Average productivity levels (5.5 daily hrs of wrench time net of delays and travel time),
- Man hours of work per key task (unit rates),
- Estimates of the impact on internal crew productivity of various mechanisms:
  - shifts in the age of the workforce,
  - shift configuration,
  - wrench time per day,
  - optimization of crew sizes,
  - relaxation of work rule restrictions,
  - adoption of new work practices such as job site reporting, off shift support services,
  - productivity management to improve unit rates to best practice levels, etc.

- Minimum IPL Staffing required to maintain Storm Response Capability (i.e., Level 2 Storm restored within 48 hours)
  - Assumed training periods to qualify in each job class
  - Assumed restrictions on use of contractors
- Constraints on use of labor resources (including union work rules, union jurisdictional limitations, restrictions on contracting out, etc.)

Assumed Probability of Retirement

Age	Incremental Probability
60	5%
61	13%
62	40%
63	40%
64	40%
65	40%
66	50%
67	50%
68	100%