Sample Employee 1

BUH/Pres Level/BU	Operations/Electric Operations - CT/ Station Operations & Field Engineering / Communications-CT
Due Date:	12/31/2025

Performance Goals

Goal

Safety

Description

1. Human* Organizational Performance: Injury & Inadvertent Trips

- HOP Committee Participation – As assigned Supervisors & Employees.
- Monthly HP topic for Safety Meetings: Mentor team in error precursors and human & organizational performance Precepts, Concepts & Tools.
- Training for all new employees includes hands on human performance training.
- Supervisors use HP principles and tools in setup work for crews
- Better than target performance (DART / PMVA)

2. Driving Challenge:

- Driving Challenge Participation: “Rodeos” to focus on blind spots, mirror adjustment, first move from park, backing, spotter use, vehicle inspections, distracted driving, close quarter maneuvering, etc.
- Smith Driving Session for New Employees

3. Job Briefings: eBrief Digital Job Brief Initiative

- Supervisors participate in eBriefs and review the quality of Job Briefings 1 per week.
- Manager’s audit/review the supervisor’s reviewed job brief or SIMs; at least 1 job brief per supervisor per month.
- Use of eBriefs – Continue to work through challenges and collaborate on solutions.

4. Injury Management:

- Promote stretching and prior to physical work tasks.
- Promote Physical Therapy sessions as a preemptive process.
- Review tasks that can cause injury such as heavy test equipment and repetitive work tasks or positions, apply communication sticker on heavy items!

5. Safety, Health, and Reliability Meetings:

- Participate in Union/Management Safety Meetings
- Hold and document Monthly Safety Meetings
- Review provided safety material received from Safety Dept.
- Discuss at least one safety topic from the safety manual monthly

6. Workplace Safety Observations: Interaction

- Managers/Supervisors document Workplace Safety Observations I.A.W. KPI
- Log Safety Hazard IDs and Good Catches in SIMs!
- Conduct one on one safety discussions with each employee!
- Supervisors and managers conduct a Driving mentoring session with each employee.
- Conduct 2 Switching observations in 2025. (each observation should include: Review switching with crew prior to job, observe entire switching evolution, and sit and provide feedback to crew)

7. Observations:

- Manager – 2 per month
- Inside supervisor – 4 per month
- Senior and Outside supervisor – 6 per month

8. Good catches:

- 10 per manager for 2025.

9. Safety related project:

- 1 for the year: Help move the safety needle in any way possible.

Goal

Financials

Description

- CWIP - Work down the list of old Annuals on the CWIP report. Work with the financial group along with the Station Operation Team to properly close out jobs that have been completed.
- Provide Construction Estimates for assigned Projects
- Maintain Estimates vs Actuals Log (Project Construction Spend within +- 10%)
- O&M – Non-tracked and Tracked on budget
- Capital Tool Budget On Target

Stewards of the budget with regards to:

- OT- excluding Major Storms
- O&M non-storms
- Capital Distribution within budget
- Capital Transmission within budget
- Tracked O&M % of Total Spend

Goal

Operational Excellence

Description

- Public Safety Organization - Participate and Lead PSS, focusing on maintaining rosters, initial training, and refresher training, ensuring the group is operationally ready in the event of activation.
- Participate in state-wide PSS drills.
- Participate in House-service restoration in a storm event.
- Zero external Audit Findings.
- Minimize Outage times in Capital Construction that effect System reliability.

Goal

Financial

Description

Measure	Target
OT- ex Major Storms	Stewards of the budget
O&M non-storms	Deliver on budget goal
Capital Distribution	Deliver on budget goal
Capital Transmission	Deliver on budget goal
Capital % of Total Spend	Stewards of the budget
Tracked O&M % of Total Spend	Stewards of the budget

Goal

Employee/Safety

Description

Measure	Target
DART	Pursuit of Zero Events and Zero Harm ……Sub target rate is 1.63 (6 DARTS)
PMVA	Pursuit of Zero Events and Zero Harm Sub target rate is .05 (2 PMVAs)
OSHA Restricted	Pursuit of Zero Events and Zero Harm
OSHA Training	100% complete by 10/31
Haz ID/Good Catch	Sub Ops/FE/FC org = 70
High Energy Obs	Sub Ops/FE/FC org = 2350
S&T	Pursuit of Zero Inadvertent Trips and Zero Harm Org is 2 internal
HECA Co-Obs	Participate with Safety on Observations
eBriefs	100% Complete (Tracking)
Mandated Training	100% complete as mandated

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Role model integrity, transparency, and empathy and address difficult issues with honest dialogue.
Communicate strategic vision	Define and align team strategies with company vision, ensuring clarity at all levels.
Create an engaged workforce	Champion engagement and inclusion, ensuring all voices are heard. Respect and embrace differences.
Focus on the customer	Implement processes that enhance customer service and drive continuous improvement.
Foster teamwork and cross-functional collaboration	Promote enterprise cross-functional partnerships, remove barriers, and align priorities.
Lead change	Adapt to business needs, challenge the status quo, and guide teams through uncertainty.
Manage and develop people	Build strong teams. Develop employees, enable coaching, and provide actionable feedback. Differentiate performance though reward and recognition.
Take ownership & accountability	Drive performance by setting high standards, monitoring progress, and fostering a culture of ownership.

Sample Employee 2

BUH/Pres Level/BU Operations/Electrical Engineering/
Distribution Engineering - CT

Due Date: 12/31/2025

Performance Goals

Goal

Substation Equipment Maintenance Transmission Spare Parts and Equipment Management and Internal Auditing Support

Description

Update CASCADE requirement on Substation Breaker Maintenance and add the requirement for spare breaker maintenance. Draft EMPO for new equipment and developed related Testing and WMS documents.

Update M8-MT-2024 procedure for Transmission Spare Parts and Equipment Management which is out of compliance.

Goal

Operational Focus

Description

Evaluate Phasing Tools and Voltage Measuring Tools

Mobile Transformer

SEL Radio Ranger UG Fault Indicator

Distribution 1/1 ratio auto transformer

Cable Removal

Proving UG & URD Primary Cables De-Energized

Installation of 15 kV, 600A, 3-Phase Trident Underground VFI Switches

Installation of Y Crab Connector

AC Network Operation when transformer has low oil indication

AC Network Feeders Ties

Mobile Generator Connection

EdgeRestor Removal

Goal

Business Improvements

Description

Undergrounding Strategy

Stray Voltage - Definition, Sources, and Mitigation

Cable Pulling Calculations

UG Design Updates and Improvements

Underground Grounding and Bonding Design

2025 Obsolete Materials and Slow-Moving Inventory Review

Support Material Managements with AC Network equipment

Support Material Managements with transformers and switchgear E-spare Strategy

Support the graphical Construction Design Package

Goal

Substation Standards Update

Description

Working with Substation Design Team to update different Substation Standards and maintain compliance

Goal

Technical Support

Description

Support Project Managements, Substation Operations and Distribution Engineering on various projects

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Role model integrity, transparency, and empathy and address difficult issues with honest dialogue.
Communicate strategic vision	Define and align team strategies with company vision, ensuring clarity at all levels.
Create an engaged workforce	Champion engagement and inclusion, ensuring all voices are heard. Respect and embrace differences.
Focus on the customer	Implement processes that enhance customer service and drive continuous improvement.
Foster teamwork and cross-functional collaboration	Promote enterprise cross-functional partnerships, remove barriers, and align priorities.
Lead change	Adapt to business needs, challenge the status quo, and guide teams through uncertainty.
Manage and develop people	Build strong teams. Develop employees, enable coaching, and provide actionable feedback. Differentiate performance though reward and recognition.
Take ownership & accountability	Drive performance by setting high standards, monitoring progress, and fostering a culture of ownership.

Employee Sample 3

BUH/Pres Level/BU	Operations/Electric Operations - CT/ Station Operations & Field Engineering / Communications-CT
Due Date:	12/31/2025

Performance Goals

Goal

Safety Team Performance

Description

1. Human* Organizational Performance: Injury & Inadvertent Trips

- HOP Committee Participation – As assigned Supervisors & Employees.
- Monthly HP topic for Safety Meetings: Mentor team in error precursors and human & organizational performance Precepts, Concepts & Tools.
- Training for all new employees includes hands on human performance training.
- Supervisors use HP principles and tools in setup work for crews
- Better than target performance (DART / PMVA)

2. Driving Challenge:

- Driving Challenge Participation: "Rodeos" to focus on blind spots, mirror adjustment, first move from park, backing, spotter use, vehicle inspections, distracted driving, close quarter maneuvering, etc.
- Smith Driving Session for New Employees

3. Job Briefings: eBrief Digital Job Brief Initiative

- Supervisors participate in eBriefs and review the quality of Job Briefings 1 per week.
- Manager's audit/review the supervisor's reviewed job brief or SIMs; at least 1 job brief per supervisor per month.
- Use of eBriefs – Continue to work through challenges and collaborate on solutions.

4. Injury Management:

- Promote stretching and prior to physical work tasks.
- Promote Physical Therapy sessions as a preemptive process.
- Review tasks that can cause injury such as heavy test equipment and repetitive work tasks or positions, apply communication sticker on heavy items!

5. Safety, Health, and Reliability Meetings:

- Participate in Union/Management Safety Meetings
- Hold and document Monthly Safety Meetings
- Review provided safety material received from Safety Dept.
- Discuss at least one safety topic from the safety manual monthly

6. Workplace Safety Observations: Interaction

- Managers/Supervisors document Workplace Safety Observations I.A.W. KPI
- Log Safety Hazard IDs and Good Catches in SIMs!
- Conduct one on one safety discussions with each employee!
- Supervisors and managers conduct a Driving mentoring session with each employee.
- Conduct 2 Switching observations in 2025. (each observation should include: Review switching with crew prior to job, observe entire switching evolution, and sit and provide feedback to crew)

7. Observations:

- Manager – 2 per month
- Inside supervisor – 4 per month
- Senior and Outside supervisor – 6 per month

8. Good catches:

- 10 per manager for 2025.

9. Safety related project:

- 1 for the year: Help move the safety needle in any way possible.

Goal

Financial Performance

Description

- CWIP - Work down the list of old Annuals on the CWIP report. Work with the financial group along with the Station Operation Team to properly close out jobs that have been completed.
- Provide Construction Estimates for assigned Projects
- Maintain Estimates vs Actuals Log (Project Construction Spend within +- 10%)
- O&M – Non-tracked and Tracked on budget
- Capital Tool Budget On Target

Stewards of the budget with regards to:

- OT- excluding Major Storms
- O&M non-storms
- Capital Distribution within budget
- Capital Transmission within budget
- Tracked O&M % of Total Spend

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Employee Sample 4

BUH/Pres Level/BU Customer Experience & Energy Strategy/
Customer Experience & Energy Strategy

Due Date: 12/31/2025

Performance Goals

Goal

Emergency Preparedness & Response

Description

Support Eversource emergency preparedness and response by participating in readiness drills and responding to storm assistance requests as needed/requested.

Actions / Activities / Metrics

- Participate in training and tabletop exercise invitations as requested
- Ensure ARCOS personal information is current
- Report to emergency assignment when called upon and remain at station until released by Emergency Management
- Achieve above expectations from both internal and external stakeholders through:

Individual contributions during storms Participating in Post storm activities Demonstrating a helpful/positive attitude Demonstrating commitment to continuous improvement Adding value through contributions beyond assigned role Having access to resources to respond to customers when an event is pending or in progress

---

Goal

Core Transactions

Description

Ensure that Account Executives maintain core transactions throughout the year in support of customer satisfaction as follows:

Actions / Activities / Metrics

- Provide support to Streetlighting Group as needed
- Act as intermediary between customer and Distributed Resources Group. Support DG customers with generator output in excess of 749 kW
- Support New Customer Connect Process
- Support and track Customer Planned Outages process
- Support and review Unplanned Outages procedures
  - Ensure all customers understand outage communication protocols
- Monitor Power Quality and Reliability Issues
  - Ensure AE's are meeting with customers within five business days to develop a mutually agreeable plan to resolve Power Quality and reliability issues; or an agreeable resolution strategy for more complex issues
- Billing Resolution & Arrears
  - Oversee resolution. Utilize business call centers and related departments as applicable. Resolution plan developed in one billing cycle.
- Ensure AEs are maintaining accurate Customer Emergency Contacts in CRM and/or Saratoga
- Produce an accurate Account Executive Customer Survey Contact list from CRM and/or Saratoga
- Submit meaningful and well prepared weekly report items
- Effective management of emergent issues
- Proper documentation and administration of expenses, mileage, payroll, etc…

Goal

Energy Efficiency & Sustainability 10%

Description

Increase awareness and support Company sustainability initiatives by promoting energy efficiency programs and carbon reduction goals with assigned accounts through implementation of 2025 program offerings.

Actions / Activities / Metrics

- Support energy efficiency Sales Team by providing leads
- Support Eversource's electric vehicle (EV) program initiatives
- Record leads in Saratoga by entering the following subject description: "**EE LEAD**"

Ensure projects are monitored and managed to completion

Goal

Community Impact 10%

Description

I have Represented Eversource at two Company supported events -

Goal

Business Functions 35%

Description

The business goal is for AEs to become the customers' strategic ally, by understanding their businesses, identifying opportunities and customer focused solutions. Work collaboratively across the organization to achieve goals.

Actions / Activities / Metrics

Maintain core transactions throughout the year in support of customer satisfaction as follows:

Customer Documentation:

- Strategic Account Executives are required to maintain accurate and updated customer contacts in Saratoga. A minimum of one active contact per customer is required
- Maintain accurate Customer Emergency Contacts in Saratoga
- Strategic Account Executives are required to create a minimum of (5) notes per week in Saratoga (**or a minimum of 200 per year**)
- Maintain step load tracking database to support ten year forecast for capital projects. Monthly updates are required.
- Successfully manage emergent issues. Notify manager of escalating issues, as necessary

Act as Intermediary Between Customer and:

- Distributed Energy Resources Group

- New Customer Connect Process
  - Monitor customer work orders initiated throughout the year. Participate in site visits, satisfy requirements, and monitor work order life cycles from Maximo to C2/Omni.
  - Participate in Planner/Scheduler meetings

- Customer Planned Outages
  - Proactively participate in the coordination and execution of customer planned outages throughout the event

- Unplanned Outages
  - To ensure all customers understand planned outage communication protocols, account executives are required to email the outage protocol a minimum of once per year to all assigned customers. This should include all outage reporting and contact information, including back-up contact information.

- Power Quality and Reliability
  - Meet/communicate with customers within five business days to develop a mutually agreeable plan to resolve power quality and reliability issues, or an agreeable resolution strategy for more complex issues

- Billing Resolution & Arrears - Develop a resolution plan within one billing cycle

Leadership Goal/Lead Change:

- Champion a process improvement or serve as a subject matter expert to improve business performance and customer service, minimum one opportunity per year required.

Other Core Transactions:

- Timely and successful completion of e-learning assignments
- Timely submission of time sheets and appropriate documentation for expenses. Mileage reimbursement should adhere to the Eversource policy

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 5

BUH/Pres Level/BU Human Resources & Information Technology/Human Resources/Human Resources

Due Date: 12/31/2025

Performance Goals

Goal

Vendor Management

Description

Work with H&W carriers to ensure the carriers operate in the best interests of Eversource employees and the organization

Goal

Project Management/Implementations

Description

Work with internal and external personnel to ensure smooth project implementations

Goal

Maintain H&W Plan Compliance

Description

Work with internal personnel, auditors, actuaries and 5500 consultants to ensure all H&W plan compliance

Goal

Complete the issues surrounding the Med-Vantage HRA interest issues

Description

3 interest issues with Wex discovered in Q2 of 2025.

Goal

Finalize and mail the Retiree Medical SPD

Description

Facilitate the completion of the Retiree Medical SPD and organize the distribution of the SPD to re

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employe 6

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Western CT

Due Date: 12/31/2025

Performance Goals

Goal

Employee Engagement: Development and Performance Management (5%)

Description

Performance Management: All employees receive both a mid-year and year-end assessment of their performance (with year-end documented in performance management system).

Development/Talent Management

Complete development plans for each employee, targeting one area of focus. Complete all talent management deliverables

Engage employees in business discussion related to improving work performance

---

Goal

Business - Financial (35%)

Description

O&M ($129.8M) (15%): O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital ($293.1 M (15%): Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Inventory Goal (5%): Improve CL&P turns ratio to achieve an annual rate of 1.6 by reducing inactive inventory by $818K.

Overtime below budget

Achieve PIS target

Goal

Business - Safety (15%)

Description

DART Rate (5%): This KPI is a measurement based on the OSHA performance based on OSHA 300 Restricted Duty, Transfer and Lost Work Day Cases. Calculation: Number of cases resulting in days away (OSHA 300 log) and restricted work or job transfer (OSHA) x 20,000 / total productive hours worked by all employees.

PMVA Rate (5%): Total number of PMVAs per one million miles driven. Included are all PMVAs involving company vehicles and PMVAs involving shared lease vehicles while on company business. Preventability is defined by the criteria established by the Eversource Safety Organization.

Safety Plan (5%): Prepare a department safety plan and execute its components.

Goal

Business - Operational/Projects (25%)

Description

SAIDI: Customer Minutes Interrupted/Average Number of Customers Served <86.3 minutes.

SAIFI/MBI: Number of months between interruptions/inverse of SAIFI – 15.4 months

CAIDI: Outage duration of <110.7 minutes

Emergency Management: Complete necessary training, participate in AWC and state-wide drills. Results will be measured based on feedback from Emergency Preparedness organization.

Well Managed ETR's

System Resiliency: Meet scope, schedule and budget.

Goal

Customer Focus (5%)

Description

Simple Services

Complex Services

Prompt Resolution to Customer Issue

Plus One Customer Initiative

5-Day,15-Day, and Project work needs to be accounted for properly. Planning, materials, completion and signing off all work orders.

Customer escalated concerns need a quick and thorough response with follow up.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Role model integrity, transparency, and empathy and address difficult issues with honest dialogue.
Communicate strategic vision	Define and align team strategies with company vision, ensuring clarity at all levels.

Leadership Behavior	Leadership Behavior Descriptions
Create an engaged workforce	Champion engagement and inclusion, ensuring all voices are heard. Respect and embrace differences.
Focus on the customer	Implement processes that enhance customer service and drive continuous improvement.
Foster teamwork and cross-functional collaboration	Promote enterprise cross-functional partnerships, remove barriers, and align priorities.
Lead change	Adapt to business needs, challenge the status quo, and guide teams through uncertainty.
Manage and develop people	Build strong teams. Develop employees, enable coaching, and provide actionable feedback. Differentiate performance though reward and recognition.
Take ownership & accountability	Drive performance by setting high standards, monitoring progress, and fostering a culture of ownership.

Sample Employee 7

BUH/Pres Level/BU Operations/Electrical Engineering/
Distribution Engineering - CT

Due Date: 12/31/2025

Performance Goals

Goal

EMP Assessment

Description

Review the Distribution Assets within the EMP and analyze and recommend

---

Goal

Standard Approval Process

Description

Review and Maintain all Standard Approval Process

Goal

Work Order Life Cycle 2025

Description

Actively Participate in the Work Order Life Cycle Initiatives

- Align the Transformer & Cable CUs
- Review Zero Child CUs
- Review Single Child CUs
- Align CUs for Graphic Work Design

Goal

2025 Standard Consolidation Effort

Description

Review all Overhead and Underground standards to prepare for Graphic Work Design in 2026.

Goal

Standard Publication

Description

Maintain all Standards for publication

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 8

BUH/Pres Level/BU CFO/Supply Chain, Env Affairs & Prop Mgmt/Real Estate

Due Date: 12/31/2025

Performance Goals

Goal

O&M Budget

Description

Manage Real Estate budgets within 2025 criteria:

MEASUREMENT CRITERIA

Maintain Real Estate expenditures within 2025 budget limits.

Ensure property account charge codes for time sheets, invoices and rentals are used as appropriate.

- Did not meet expectations - Error causing budget to be exceeded.
- Improvement Needed - Actual costs exceeding 105% of budget.
- Success Contributor/Developing - Actual costs between 95-105% of budget.
- High Contributor - Actual costs less than 95% of budget.
- Top Achiever - Special effort leading to 10%+ under budget.

Goal

Real Estate Revenues Receivables Management

Description

Ensure Real Estate's revenue portfolio payments (including wireless, fiber optics, land, buildings, natural resources etc.) are paid on time, including error correction and pursuit of delinquencies up to and including legal recourse.

MEASUREMENT CRITERIA

- financial
- timeliness
- comprehensiveness
- effectiveness

Goal

Real Estate Value Enhancement - Sales

Description

Pursue strategies to help achieve shareholders value for 2025. Shareholder sales dollars are combined with rental dollars.

Complete property sales transaction in-hand, and as developed during the course of the year.

Successful implementation of the Eversource Facilities Plan including; property sales reflective of the parameters and time frames established by project needs.

MEASUREMENT CRITERIA

Final rating will be based upon determination made by management reflective of:

- financial
- timeliness
- comprehensiveness
- effectiveness

Goal

Support Eversource Corporate, Operations & Business Unit Initiatives

Description

Operations and Business Support

1) Provide real estate transaction management, research, land management and other services to support Eversource Corporate, Operations and Business Unit's key initiatives and projects.

MEASUREMENT CRITERIA:

Real Estate service will be measured against needs, project schedules and budgets with attention to drive, quality, comprehensiveness, relationship and effectiveness of results.

Goal

Safety Lost Time, Recordable and Preventable Motor Vehicle Accidents

Description

Participate in activities requiring proactively contributing to improving employee safety and health. The intent is that each employee actively engages in proactive safety awareness and accident.

Reportable LTA, Recordable and PMVA will be as follows:

Measurement Criteria

DNM – one (1) Lost Time, Recordables and PMVA

IN – N/A

SCD – Zero (0) Lost Time, Recordables and PMVA

HC – Ongoing record of zero LT, Recordables & PMVA's

TA – Five or more continues years of incident free

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 9

BUH/Pres Level/BU Customer Experience & Energy Strategy/ Energy Efficiency/Energy Efficiency

Due Date: 12/31/2025

Performance Goals

Goal

2025 Management Incentive Performance Indicators and EE Metrics Tri-State

Description

Support the C&I team in meeting the applicable Management Incentive Performance Indicators, for Eversource Gas and Electric savings, and the EE Metrics as per most recent EE Plan Update. Meet the year end goals and contribute to the success of the program throughout the year by achieving the savings, budget, and KPI/Secondary Metrics targets per the plan.

Savings Achievement: Manage current team of Energy Efficiency Consultants to achieve both Small Business Energy Advantage (SBEA) energy savings targets and Municipal/Government/State EEC energy savings targets as per the filed 2025-2027 March 1, 2025 Plan Update:

SBEA Program Goals

- Electric lifetime savings: 83,767,500.00 Net lifetime kWh
- Natural gas lifetime savings: 307,604 Net lifetime CCF
- MMBtu lifetime savings: 317,466.00 Net lifetime MMBtu

Municipal/Government/State EEC Goals:

- Electric lifetime savings: 85,000,000 Net lifetime kWh
- Natural gas lifetime savings: 2,385,000 Net lifetime CCF
- MMBtu lifetime savings: 528,605 Net lifetime MMBtu

Contribute to achieving electric and gas performance metric targets per 2025 EE Plan Update filed March 1, 2025

- Energy Opportunities (electric): 50% of signed electric project will be comprehensive
- SBEA (electric): 50% of all signed electric projects are comprehensive
- Environmental Justice Communities (ALL electric C&I Programs): 446 fully executed project agreements for customers that use less than 1,000,000 kWh annually in EJC blocks
- Weatherization (gas): Implement 22 completed weatherization projects

---

Goal

Deliver key initiatives

Description

- Support 2025 – 2027 Three-Year Plan November plan update. Support completion of all pending 2025 C&I program commitments per the 2025 March 1, 2025 Plan update and Final DEEP Conditions of Approval
- Oversee deployment of 2025 SBEA Main Street Campaigns (8 total, 6 of which are Eversource gas and electric service territory)
- Oversee successful deployment of RFP for SBEA 2026-2028 program years
- Oversee development of a new program offering for Micro Municipalities
- Attend bi-monthly CTAC meetings and contribute when necessary.
- Attend monthly Energy Efficiency Board V&I Committee meetings and contribute when necessary.
- Maintain SBEA Vendor Scorecards.
- Co-Host/organize two SBEA vendor meetings in conjunction with Avangrid (Eversource to lead on one, Avangrid to lead the other). Implement one-on-one quarterly vendor meetings with each vendor per EEC Vendor Management approach.
- Oversee that each EEC (non-SBEA) engages in two Customer-based marketing efforts
- Demonstrate at least +1 experience for a customer based on team efforts.

Goal

Improve operational efficiency

Description

- Recognize and address cross functional implications of initiatives under your team's areas of responsibility and your work
- Customer Experience –
  - Monitor SBEA Service Level Agreement (SLA) criteria to ensure timely completion of various project tasks
  - Support team to provide vendor and customer assistance regarding the type of energy efficiency measure(s) applicable to the customer and facility. (Examples include helping customer projects become comprehensive, sharing best practices amongst projects).
  - Support team to achieve high levels of customer satisfaction (examples include facilitate help for customers with billing/service issues, process improvement of programs to help customers and business partners).
- Business Controls: Develop and maintain controls & achieve successful audits
- Tracking and Reporting: Ensure data integrity, maintain accurate reporting and quarterly forecasting in Tracksys.

Goal

Leadership Behaviors

Description

Customer Focus

- Deliver superior service to our customers, both internal and external, in a reliable, attentive, courteous, quality, proactive and timely manner

Foster Teamwork & Cross-Functional Collaboration

- Work collaboratively within and across the organization to achieve “One Company” and other goals.
- Recognize and address cross functional implications of your work.

Lead Change

- Proactively seek out opportunities to improve business performance and customer service.
- Respond positively to new demands or circumstances.
- Exhibit a “can-do” attitude to support changes in priorities and work processes.

Goal

Support Customer Experience Strategic Objectives

Description

- Safety: meet targets of 0 DARTs, 0 PMVAs, 0 LTAs
- Support a culture of diversity & inclusion.
- Volunteerism: Participate in 1 volunteer event
- Support Emergency Restoration Position (ERP) assignment objectives as directed by the Company
- Complete required Learning Central assignments as directed by the Company

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.

Leadership Behavior	Leadership Behavior Descriptions
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 10

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Western CT

Due Date: 12/31/2025

Performance Goals

Goal

Business - Financial (35%)

Description

O&M ($129.8M) (15%): O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital ($293.1 M (15%): Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Inventory Goal (5%): Improve CL&P turns ratio to achieve an annual rate of 1.6 by reducing inactive inventory by $818K.

Overtime below budget

Achieve PIS target

Goal

Business - Operational/Projects (25%)

Description

SAIDI: Customer Minutes Interrupted/Average Number of Customers Served <86.3 minutes.

SAIFI/MBI: Number of months between interruptions/inverse of SAIFI – 15.4 months

CAIDI: Outage duration of <110.7 minutes

Emergency Management: Complete necessary training, participate in AWC and state-wide drills. Results will be measured based on feedback from Emergency Preparedness organization.

Well Managed ETR's

System Resiliency: Meet scope, schedule and budget.

Goal

Business - Safety (15%)

Description

DART Rate (5%): This KPI is a measurement based on the OSHA performance based on OSHA 300 Restricted Duty, Transfer and Lost Work Day Cases. Calculation: Number of cases resulting in days away (OSHA 300 log) and restricted work or job transfer (OSHA) x 20,000 / total productive hours worked by all employees.

PMVA Rate (5%): Total number of PMVAs per one million miles driven. Included are all PMVAs involving company vehicles and PMVAs involving shared lease vehicles while on company business. Preventability is defined by the criteria established by the Eversource Safety Organization.

Safety Plan (5%): Prepare a department safety plan and execute its components.

Goal

Reliability and ERP Responsiveness (10%)

Description

Taking initiative to assist in customer restoration whenever necessary to achieve SAIDI, CAIDI, SAIFI and MBI goals.

Emergency Management: Complete necessary training, participate in AWC and state-wide drills.

Being available for storm duty as required by the organization

Properly manager crews, restoration times, and messaging to ensure the success of the event from the EOC and FIeld

Goal

Customer Focus (5%)

Description

Simple Services

Complex Services

Prompt Resolution to Customer Issue

Plus One Customer Initiative

5-Day,15-Day, and Project work needs to be accounted for properly. Planning, materials, completion and signing off all work orders.

Customer escalated concerns need a quick and thorough response with follow up.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Role model integrity, transparency, and empathy and address difficult issues with honest dialogue.
Communicate strategic vision	Define and align team strategies with company vision, ensuring clarity at all levels.
Create an engaged workforce	Champion engagement and inclusion, ensuring all voices are heard. Respect and embrace differences.
Focus on the customer	Implement processes that enhance customer service and drive continuous improvement.

Leadership Behavior	Leadership Behavior Descriptions
Foster teamwork and cross-functional collaboration	Promote enterprise cross-functional partnerships, remove barriers, and align priorities.
Lead change	Adapt to business needs, challenge the status quo, and guide teams through uncertainty.
Manage and develop people	Build strong teams. Develop employees, enable coaching, and provide actionable feedback. Differentiate performance though reward and recognition.
Take ownership & accountability	Drive performance by setting high standards, monitoring progress, and fostering a culture of ownership.

Sample Employee 11

BUH/Pres Level/BU Legal, Audit and Energy Supply/Energy Supply/Energy Supply

Due Date: 12/31/2025

Performance Goals

Goal

Development: Training/Staff Development

Description

Participate in, or conduct training related to market activities and initiatives and departmental knowledge building. The objective is to expand knowledge of the electric industry, the New England wholesale electric market and on-the-job skills, which will assist in the implementation of Load Settlement's human resource succession plan to ensure our ability to satisfy our business requirements in future years, and ensure consistent application of business procedures and controls. Complete all required Company e-learning modules. Be a resource for continued department cross training activities.

Goal

Operations: Settlement Reporting:

Description

Satisfy the daily, monthly, quarterly, and annual reporting requirements to ISO-NE and other key stakeholders (i.e. FERC, state regulators, and suppliers). This includes any energy and capacity reporting obligations. Ensure that all reporting is done in a timely manner, utilizing management approved processes, appropriate SOX processes, and adhering to data retention protocols. Work with key stakeholders to identify and resolve issues to improve integrity of data provided for Load Settlement. Maintain laptop readiness (if applicable) and availability of up-to-date procedures to satisfy this requirement

Goal

Initiative Support (including Market, Application, and Merger initiatives)

Description

Contribute to the implementation of new business applications, new business processes and practices, market rule development, etc., to influence and/or respond to internal and external market initiatives such as FERC and ISO-NE initiatives, Load Settlement application enhancements and changes, IT application changes, and merger initiatives, as well as identify, vet, and implement process streamlining opportunities, etc.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 12

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Western CT

EVP

Due Date: 12/31/2025

Performance Goals

Goal

Financial (35%)

Description

O&M ($129.8M) (15%): O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital ($293.1 M (15%): Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Inventory Goal (5%): Improve CL&P turns ratio to achieve an annual rate of 1.6 by reducing inactive inventory by $818K.

Overtime below budget

Achieve PIS target

Goal

Leadership

Description

Leadership

Be a leader. Take charge of those we are assigned to manage. Communicate. Work with your pears to find success.

Understand “Servant Leadership” and apply it whenever possible.

Goal

Operations

Description

Operations

Manage your individual operational responsibilities to coincide and build upon our overall organizational goals of operational success.

Participate and contribute to assembling all of the major areas of operations (Staffing, Training, Materials, Equipment, Vehicles, Communication and Planning).

Utilize your planning and influence to remove all obstacles for employees and support organizations to find success.

Goal

Reduce Outage Times

Description

Reduce Outage Times

When entering into any job planning situation, both emergent and blues sky, always keep in mind our organizational goals around SAIDI, CAIDI and SAIFI.

Be cognizant of employee outage times and reduce outage minutes wherever possible.

Goal

Safety

Description

Safety

Understand the focus and priority that our organizational leadership places on Safety. Above all else is the safety of our employees and our customers. Every situation and decision should encompass safety from the beginning, middle and end.

Keep safety a focus of conversation with our employees. Be a leader who is strong enough to call out safety related issues, regardless of the situation. Keep current with all safety related requirements assigned to you and our organization. Eliminate DARTs and PMVAs

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.

Leadership Behavior	Leadership Behavior Descriptions
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 13

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric System Operations - CT

Due Date: 12/31/2025

Performance Goals

Goal

Customer Focus Avg FPS1 Response Time- 30 MINS Avg Service cover/removal request completions days- <15 days

Description

Goal

Reliability CAIDI 2025- 113.00 SAIDI 2025- 71.00 MBI 2025- 19.1

Description

Goal

Financials Non-Tracked O&M 2025- 29,083,941 Total Labor O&M 2025- 19,789,577 Outside Services Total O&M- 5,029,937

Description

Goal

Safety SIF Target YE 2025-0 ESOP Events YE 2025- 0 DART Events YE 2025 -1 PMVA Events YE 2025- 3 RSO Safety Observations totals for the RSO 2025 - 2,592 RSO Crew visits totals for the RSO 2025- 5,184

Description

Goal

Safety · SIF Target YE 2025-0 · ESOP Events YE 2025- 0 · DART Events YE 2025 -1 · PMVA Events YE 2025- 3 · RSO Safety Observations totals for the RSO 2025 - 2,592 · RSO Crew visits totals for the RSO 2025- 5,184

Description

We exceeded our goal of one DART incident. Moving forward, we will continue to closely monitor safe work practices, reinforce proper PPE usage, and emphasize working with in-house Physical Therapy to help reduce the risk of injuries.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.

Leadership Behavior	Leadership Behavior Descriptions
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 14

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Eastern/
Central CT

Due Date: 12/31/2025

Performance Goals

Goal

Employee Engagement: Performance Management (5%)

Description

Engage employees in business discussion related to improving work performance

---

Goal

Safety (25%)

Description

Dart Rate (10%): This KPI is a measurement based on the OSHA performance based on OSHA 300 Restricted Duty. Transfer and Lost Work Day Cases. Calculation: Number of cases resulting in days away (OSHA 300 log) and restricted work or job transfer (OSHA) x 20,000/total productive hours worked by all employees.

PMVA Rate (10%): Total number of PMVAs per one million miles driven. Included are all PMVAs involving company vehicles and PMVAs involving shared lease vehicles while on company business. Preventability is defined by the criteria established by the Eversource Safety Organization.

Safety Plan (5%): Prepare a department safety plan and execute its components

---

Goal

Customer Focus (10%)

Description

- Simple Services
- Complex Services
- Prompt Resolution to Customer Issue
- Plus One Customer Initiative
- 5-Day,15-Day, and Project work needs to be accounted for properly.
- Planning, materials, completion and signing off all work orders.
- Customer escalated concerns need a quick and thorough response with follow up.
- Pura complaints
- Executive complaints
- Reliability Projects
- ERP Events
- RMT Training
- Junior Achievement

Goal

Operational/Projects (30%)

Description

%) SAIDI: Customer Minutes Interrupted/Average Number of Customers Served <86.3 minutes.

SAIFI/MBI: Number of months between interruptions/inverse of SAIFI – 15.4 months

CAIDI: Outage duration of <110.7 minutes

Emergency Management: Complete necessary training, participate in AWC and state-wide drills. Results will be measured based on feedback from Emergency Preparedness organization.

System Resiliency: Meet scope, schedule and budget

Goal

Financial (30%)

Description

O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 15

BUH/Pres Level/BU Customer Experience & Energy Strategy/
Customer Experience & Energy Strategy

Due Date: 12/31/2025

Performance Goals

Goal

State Policy & Program Alignment

Description

Plan commercial renewable program operations in alignment with state policies influencing scale and participation in commercial solar market.

Goal

Regulatory Compliance

Description

Support preparation of complete responses to information requests from regulators and compliance with other regulatory requirements.

Goal

Interdepartmental Collaboration

Description

Maximize alignment of renewable program operations with parallel activities among DG interconnection, meter operations, billing and other internal business areas.

Goal

Implementation of Shared Clean Energy Facility Program

Description

- Comprehensively review all RFP responses and make selections based upon approved eligibility and bid evaluation criteria
- Obtain PURA approval of selected agreements
- Identify enhancements for future program years based on lessons learned

Goal

Identify and implement enhancements to NRES program designs and process that improve customer experience, create efficiencies and further enable Connecticut clean energy goals

Description

- Enhance RFP processes including communications, portal operations and program information
- Identify and propose constructive program revisions to PURA in annual review docket

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 16

BUH/Pres Level/BU Operations/Electric Operations - CT/
Station Operations & Field Engineering /
Communications-CT

Due Date: 12/31/2025

Performance Goals

Goal

Safety

Description

0 Exceeding Goals of Days Away and Restricted or Transferred (DART), 0 Preventable Motor Vehicle Accidents (PMVA), and 0 Total Recordable Injury Rate (TRIR). Focus on Communications, Job Briefing and Work Practice. Acknowledge desired positive behaviors. Attend Safety and Event Free Performance Meetings – Follow through on commitments.

Support the 2026 Safety Initiatives

Weekly Discussion Sessions and Improvement Efforts

- Pursuit of Zero PMVAs with Zero Harm the goal!
- Pursuit of Zero Lost Time Accidents: Maintain Zero Incidents
- Pursuit of Zero OSHA Restricted Incidents: Maintain Zero Incidents
- Complete Compliance Safety Training eLearning's and CPR by October 2026!
- eBrief/Job Briefing - Complete and recommend improvements
- Mandated Training - 100% complete as mandated

Goal

Take Ownership and Accountability

Description

Independently anticipate, prioritize, and respond to substation automation needs while demonstrating accountability and professionalism with all internal and external customers

- Adhere to HP Handbook with team.
- Make recommendations for discussions at Monthly HOP Committee Meetings
- Support Preventative and Corrective Maintenance
- Compliance Zero External Audit Findings
- Support Substation and Field Operations Maintenance
- Monitor Systems and bring off schedule equipment back on Schedule in a timely fashion
- Assessed within 30-day period
- Ensure P&C Engineering requests such as setting changes or downloads, LCC / SOC Caution Tags are scheduled and completed in a timely manner
- Support Substations & Electric Field Operations emergent customer care activities.
- Support a cohesive and collaborative environment between all the groups in Field Communications.
- Meet all required support requirements for projects, training, maintenance, administrative, etc. between groups within the Field Communications Department
- Promote Event Free Performance using Safe Work Instructions, our HP Tool Kit, standards, and work methods!

Goal

Build Trusting Relationships

Description

Build and sustain trusting internal and external relationships through transparent communication, consistent follow-through, and accountability.

- Provide ongoing support for DSCADA and TSCADA including troubleshooting, analysis, and resolution of complex control, telemetry, and display issues
- Support HMI upgrades to enhance visibility, situational awareness, and operational decision-making
- Communicate clear, engineering based status updates during SCADA issues, outages, upgrades, and major cutovers
- Collaborate with CONVEX, Substation Ops, P&C, and Field Ops to resolve complex system issues and implement durable corrective actions
- Document root causes, corrective actions, and key technical findings using engineering standards and configuration -control requirements
- Follow HP tools, Safe Work Instructions, configuration-control practices, and department standards in all tasks
- Participate actively in Work Plan Meetings by offering technical insights, identifying risks, and validating system impacts
- Demonstrate reliability by meeting engineering deadlines, responding promptly to operational needs, and providing technical assistance when required
- Demonstrate improvements in SCADA reliability, reduced repeat issues, and on-time, high-quality completion of engineering tasks.

Goal

Focus on the Customer

Description

Focus on the Customer

Anticipate customer needs and deliver reliable, high-quality solutions while treating all internal and external customers equitably and with respect. Support company mission through pro-active use and promotion of Human and Organizational Performance Concepts, Principles and Error Elimination Tools for Event Free Performance.

Pursuit of Zero Events and Zero Harm!

- Pursuit of Zero Inadvertent Trips with Zero Harm the goal!
- Pursuit of Zero Mis Ops with Zero Harm the goal!

Emergency Preparedness and Response: Support Transmission, Substation, DA Role

Promote Event Free Performance using Safe Work Instructions, our HP Tool Kit, standards, and work methods!.

Goal

Foster Teamwork and Cross Functional Collaboration

Description

Foster Teamwork and Cross Functional Collaboration

Drive effective teamwork and cross-functional collaboration by communicating clearly and working closely with engineering, Field Test, and operational teams to support substation automation activities.

Capital Project Support – Support of projects as they are assigned to the group.

- Accurate Estimate and Oversight of Capital Spend
- Adherence to procedures such as SUB 202
- Timely Notifications of budget challenges to avoid cost overruns for Installation, Testing & Commissioning

Promote Event Free Performance using Safe Work Instructions, our HP Tool Kit, standards, and work methods!

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.

Leadership Behavior	Leadership Behavior Descriptions
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Employee Sample 17

BUH/Pres Level/BU Corporate Relations, Sustainability & Corporate Secretary/Environmental Affairs/Environmental Affairs

Due Date: 12/31/2025

Performance Goals

Goal

Career Development

Description

Green Team – CSA, Earth Week, new events

Continuing Education – Water

EBC, NEWIEE events

Goal

Increase Knowledge & Reimagine Environmental Screening Tool in Enviance

Description

Provide training sessions and one on one discussions on new Cority waste system upgrade. Integrate generator location into new system for all locations including new facilities/warehouses. Work with Cority team to upgrade the environmental screening tool to provide easier and more efficient use.

Goal

Review Compliance Manuals & Adapt to Emerging Regulations

Description

Complete the annual review of the environmental compliance manuals and adapt these manuals to new regulations. In addition to new regulations, this will include implementing new policies and/or procedures on site and in manuals. Encompassed in the compliance manuals is also providing training to new personnel.

Goal

Support Operations and Facility Compliance Goals

Description

Complete all quarterly assessments, Tier II reports, and provide internal customer service to client group. Represent operations in internal and external audits that may occur throughout the year. Continue to contribute to ongoing construction project calls at my work centers.

Start training operations with EFR group about what they might run into out in the field as well as what to do with waste/ equipment that they may bring back to the work centers.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 18

BUH/Pres Level/BU Operations/Electric Operations - CT/
Station Operations & Field Engineering /
Communications-CT

Due Date: 12/31/2025

Performance Goals

Goal

Safety

Description

General Goals:

- Conduct one on one safety discussions with each employee.
- Supervisors and managers conduct a Driving mentoring session with each employee.
- Each Supervisor and Manager to conduct 2 Switching observations in 2025.
- Participate in eBriefs and review the quality of Job Briefings - 1 per week.

Observations:

- Inside supervisor – 4 per month
- Senior and Outside supervisor – 6 per month

Good catches:

- 2 per supervisor for 2025.

Safety Team D Meetings

- Conduct one meeting per month.
- Ensure all employees under your supervision review the information and complete the eLearning module associated with each month.
- Upload meeting agenda and attendance to the SharePoint.

Goal

Reliability

Description

- Complete 100% planned maintenance by November 15Th.
- Zero external audit findings.
- Attend Cascade alert monthly meetings.
- Timely completion of caution tags/off schedule equipment.
- Well Managed ETRs - Substation input to restorations efforts in a timely and accurate manner.
- Complete all hot spot repairs within required timelines per procedure.

Goal

Fiscal Controls

Description

Stewards of the budget with regards to:

- OT- excluding Major Storms
- O&M non-storms
- Capital Distribution
- Capital Transmission
- Capital % of Total Spend
- Tracked O&M % of Total Spend

Project Authorization Compliance - Target is 0

Work Order Closing Initiative – Significant reduction in remaining past open CWIP's.

Goal

Employee Engagements

Description

· Outside Supervisor - Conduct one meeting per month with chiefs and leads to discuss, at a minimum:

- Successes and improvement opportunities noted from the past month's work.
- Any personnel or union issues in the shop. Ask for input!
- Upcoming jobs over the next month.

· Celebrate shop successes and document.

· Resolve employee concerns in a timely manner.

Goal

Operational Excellence

Description

Measure	Target
% Planned Maintenance	Completed100% Complete by November 15Th
NERC Compliance Index	Pursuit of Zero Events and Zero Harm CT Elec Goal
Zero External Audit Findings	Pursuit of Zero Events and Zero Harm
Cascade Alert	Monthly meetings
Caution Tags/Off Schedule	Timely Completion

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.

Leadership Behavior	Leadership Behavior Descriptions
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 19

BUH/Pres Level/BU CFO/Regulatory & Strategic Financial Planning/Distribution Rates & Revenue Requirements

Due Date:

Performance Goals

Goal

TRACS Replacement

Description

Provide support as member of User Group.

Goal

17-12-03RE09 Order No. 1 Compliance Filing

Description

Manage and collaborate with subject matter experts in an effort to successfully file all documents required to fulfill the order to allow PURA to generate an annual report on all documents submitted for their next annual review.

Goal

Backing up Jen while out on medical leave

Description

Docket Management for assigned CT dockets and file all docket communications in CaseWorks for those dockets, including updates to Reg Matrix.

Goal

CT Regulatory Deliverables Report and CT Regulatory Due Date Calendar

Description

Goal

Maintain the CT Regulatory Calendar

Description

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.

Leadership Behavior	Leadership Behavior Descriptions
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 20

BUH/Pres Level/BU CFO/Regulatory & Strategic Financial Planning/Distribution Rates & Revenue Requirements

Due Date: 12/31/2025

Performance Goals

Goal

Support rate analyses for emerging discovery questions across dockets.

Description

Respond to IRs from the DPU and intervenors as needed

Goal

Lead Basic Service filings

Description

Calculate basic service prices on procurement day and work with Energy Supply to complete filing

Goal

Lead EGMA RAAF filing (part of LDAC)

Description

Develop RAAF filing from start to finish

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.

Leadership Behavior	Leadership Behavior Descriptions
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 21

BUH/Pres Level/BU Human Resources & Information Technology/Information Technology/ Information Technology

Due Date: 12/31/2025

Performance Goals

Goal

Business Capabilities - IT Wide Objectives

Description

Strategic Objective

- Align business outcomes to technology solutions
- On Time, On Budget, Right the First Time
- Increase speed of delivery and get to benefits quicker leveraging MVP approach

Measurable

- **Roadmaps** – Updated and refreshed in time for planning cycle
- **Project Delivery** - Goal: Achieve Average of 90% On Time and On Budget
- **Agile Usage Across Projects –** Goal 30% of Active Projects leveraging Agile

---

Goal

Operational Excellence - IT Wide Objectives

Description

Strategic Objectives

- Technology solutions that are consistent and dependable in blue sky and black sky days.
- Seamless IT processes that allow Eversource to get work done without friction.

Measurable Goals

- Incident reduction – **Average Daily Incident Rate 30% Reduction year over year**
- Application retirements: **10% Reduction**
- Disaster Recovery Improvements - **100% planned scope**
- **Meet all budget commitments**
- **100% Vulnerabilities Remediated within SLA**

Goal

Experts - Business & Tech - IT Wide Objectives

Description

Strategic Objectives

- Curious and continuous learning culture focused on expanding knowledge of business, industry and technology.
- Fearlessly leveraging knowledge of business and technology to solve new problems and reimagine old ones

Measurable Goals

-Day in the life

-Technical

40 hours

Execute Strategic Staffing Plan

Continue to improve the skillsets of the staff and where possible, hire interns to develop future bench strength.

- Attend all IT Leadership development meetings
- Continue to empower teams to own their area of responsibility and to deliver high quality services.
- Develop/update succession plans for key roles.
- Develop a promotion plan for eligible staff.

Goal

Delivery Capabilities

Description

project Delivery - on time, on budget, complete
90% - on time, on budget, and complete scope as measured project by project after design

Goal

Experts - Business & Tech

Description

Individual training goals
-cloud enablement, azure, agile
-day in the life
-technical
40 hours

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 22

BUH/Pres Level/BU Operations/Electrical Engineering/
Distribution Engineering - CT

Due Date: 12/31/2025

Performance Goals

Goal

2025 Business Improvements

Description

- Work with Project Controls team to support portal upgrade for improved reporting and metric tracking.
- Participate in Work Order Life Cycle Initiative
- Build on 2024 work order scorecard introduction by extending vendor scorecard ratings to 5% - 10% of third party work orders.

Goal

2025 Safety Performance

Description

- Projects team to work safely with zero DARTs and zero PMVAs.
- 100% required eLearning on schedule.
- Hazard ID/Good Catch – 2/year per supervisor
- High Energy Observations – 7/year per supervisor
- Joint Observation with Safety – 1/quarter per supervisor
- Supervisors/manager to host or attend 12 monthly safety meetings.
- Supervisors/manager to communicate safety messages and facilitate safety discussions with their teams

Goal

2025 Employee Satisfaction and Development

Description

- Attend Town Hall/All-Hands meetings

- Utilize self-study and other means to gain an understanding of electric utility distribution design fundamentals.

- Actively seek out and engage in training and development opportunities with respect to Eversource Electric Distribution Standards, overhead and underground construction practices and the capital project approval/design/ construction process in CT.

- Become conversant with Maximo work order design.

- Understand and support the Projects team with the CDOT Highway Relocation process

- Support the civil structures design process and participate in weekly update meetings.

- By 7/1/25, demonstrate the ability to review small capital and third party attachment (TPA) work orders for cost effectiveness and adherence to Distribution Standards.

- Beginning 7/1/25, review and prepare work order scorecards for vendor designed TPA work orders as assigned by Projects team supervision.

- By year-end, present at least one project for approval at an EOC Direct Award Meeting.

- Complete classroom and practical training in OMS. Become sufficiently proficient by 6/30/25 to begin supporting your assigned EP role.

Goal

2026 Capital Project Design

Description

- Complete remaining 2025 project designs by 1/31/25.

- Complete 2026 project designs by design due date and targeted completion date.

- Major material to be advance ordered by 5/1/25 for 2026 projects that are Partially Funded by 4/1/25.

- Manage review/approval of programmatic project design, including third party and defective poles, to support SPA docket compliance and EFO construction schedule.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.

Leadership Behavior	Leadership Behavior Descriptions
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 23

BUH/Pres Level/BU Human Resources & Information Technology/Human Resources/Human Resources

Due Date: 12/31/2025

Performance Goals

Goal

2025 Operational Improvements and Training

Description

Training for death notification. Understand the timeliness of the process in order to be fully trained in the death process by end of year with little to no supervision

Participate and support training/testing for new ticket tool to be introduced Q4 and support full implementation by end of year

Goal

2025 Support & Drive HR Ops Model and HR Initiatives

Description

Expect testing and training of new AskHR ticketing tool in early Q4 - full implementation by end of Q4

Support education to EE's with new ticket tool as there will be a slight learning curve for submitting via the new tool. Can expect increased calls once new ticket tool goes live

Maintain SLAs set forth for ticketing response time

Continue supporting electronic benefit/personnel file project as we move to phase II that will include retiree files

Goal

2026 Open Enrollment for Benefits

Description

Support annual open enrollment (OE) for benefits effective 1/1/2026. Support could include Workday testing across multiple benefit groups by verifying system process and benefit plan rates. Answer employee questions about the OE benefits with strong attention on the high-deductible plan with HSA. Guide employees through Workday process. Send OE Workday job aid and/or screen share to educate. Support could also include working OE audit reports provided during OE thru year-end
from HRIS; sending manual enrollment/updates to carriers post OE carrier files as required by carriers

Goal

Continuous Improvement

Description

Expect testing and training of new AskHR ticketing tool in early Q4 - full implementation by end of Q4

Support education to EE's with new ticket tool as there will be a slight learning curve for submitting via the new tool. Can expect increased calls once new ticket tool goes live

Maintain SLAs set forth for ticketing response time

Continue supporting Carrier Error Reports on a weekly basis

Continue learning all aspects of Tier 1

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 24

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Eastern/
Central CT

Due Date: 12/31/2025

Performance Goals

Goal

Customer Focus 10% Simple Services Complex Services Prompt Resolution to Customer Issue Plus One Customer Initiative 5-Day,15-Day, and Project work needs to be accounted for properly. Planning, materials, completion and signing off all work orders. Customer escalated concerns need a quick and thorough response with follow up. Pura complaints Executive complaints Reliability Projects ERP Events RMT Training Junior Achievement

Description

Goal

Safety (25%) Dart Rate (10%): This KPI is a measurement based on the OSHA performance based on OSHA 300 Restricted Duty. Transfer and Lost Work Day Cases. Calculation: Number of cases resulting in days away (OSHA 300 log) and restricted work or job transfer (OSHA) x 20,000/total productive hours worked by all employees. PMVA Rate (10%): Total number of PMVAs per one million miles driven. Included are all PMVAs involving company vehicles and PMVAs involving shared lease vehicles while on company business. Preventability is defined by the criteria established by the Eversource Safety Organization. Safety Plan (5%): Prepare a department safety plan and execute its components

Description

Goal

Financial (30%) O&M (15%): O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings. Capital (15%): Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Description

Goal

Employee Engagement: Performance Management (5%) Performance Management: All employees receive both a mid-year and year-end assessment of their performance (with year-end documented in performance management system).

Description

Goal

Operational (30%) SAIDI: Customer Minutes Interrupted/Average Number of Customers Served SAIFI/MBI: Number of months between interruptions/inverse of SAIFI CAIDI: Outage duration Emergency Management: Complete necessary training, participate in AWC and state-wide drills. Results will be measured based on feedback from Emergency Preparedness organization. System Resiliency: Meet scope, schedule and budget. AWC of Future: Fully adopt productivity approach of initiative including active use of crew manager and GPS.

Description

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 25

BUH/Pres Level/BU Human Resources & Information Technology/Information Technology/ Information Technology

Due Date: 12/31/2025

Performance Goals

Goal

Build trust & alignment with core stakeholders

Description

Establish strong relationships and shared expectations across AI Hub, Accenture, Eversource counterparts, and business stakeholders.

Goal

Stand up portfolio rhythm; step in where it helps

Description

Learn the portfolio flow, keep the board clean, support reporting, and take ownership where ready.

Goal

Ramp up on AI tools & enablement (learn → co-lead → lead)

Description

Get hands-on with RKE, Revenue Assurance, Microsoft Copilot (Chat & 365), and ChatGPT; start enabling others.

Goal

Learn and improve core processes

Description

Master the intake, governance, PMO, CAB, and procurement pathways and identify improvement opportunities.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Role model integrity, transparency, and empathy and address difficult issues with honest dialogue.
Communicate strategic vision	Define and align team strategies with company vision, ensuring clarity at all levels.
Create an engaged workforce	Champion engagement and inclusion, ensuring all voices are heard. Respect and embrace differences.
Focus on the customer	Implement processes that enhance customer service and drive continuous improvement.

Leadership Behavior	Leadership Behavior Descriptions
Foster teamwork and cross-functional collaboration	Promote enterprise cross-functional partnerships, remove barriers, and align priorities.
Lead change	Adapt to business needs, challenge the status quo, and guide teams through uncertainty.
Manage and develop people	Build strong teams. Develop employees, enable coaching, and provide actionable feedback. Differentiate performance though reward and recognition.
Take ownership & accountability	Drive performance by setting high standards, monitoring progress, and fostering a culture of ownership.

Sample Employee 26

BUH/Pres Level/BU Human Resources & Information Technology/Information Technology/ Information Technology

Due Date: 12/31/2025

Performance Goals

Goal

Business Capabilities - IT Wide Objectives

Description

Strategic Objective

- Align business outcomes to technology solutions
- On Time, On Budget, Right the First Time
- Increase speed of delivery and get to benefits quicker leveraging MVP approach

Measurable

- **Roadmaps** – Updated and refreshed in time for planning cycle
- **Project Delivery** - Goal: Achieve Average of 90% On Time and On Budget
- **Agile Usage Across Projects –** Goal 30% of Active Projects leveraging Agile

---

Goal

Operational Excellence - IT Wide Objectives

Description

Strategic Objectives

- Technology solutions that are consistent and dependable in blue sky and black sky days.
- Seamless IT processes that allow Eversource to get work done without friction.

Measurable Goals

- Incident reduction – **Average Daily Incident Rate 30% Reduction year over year**
- Application retirements: **10% Reduction**
- Disaster Recovery Improvements - **100% planned scope**
- **Meet all budget commitments**
- **100% Vulnerabilities Remediated within SLA**

Goal

Experts - Business & Tech - IT Wide Objectives

Description

Strategic Objectives

- Curious and continuous learning culture focused on expanding knowledge of business, industry and technology.
- Fearlessly leveraging knowledge of business and technology to solve new problems and reimagine old ones

Measurable Goals
-Day in the life
-Technical
40 hours

Execute Strategic Staffing Plan

Continue to improve the skillsets of the staff and where possible, hire interns to develop future bench strength.

- Attend all IT Leadership development meetings
- Continue to empower teams to own their area of responsibility and to deliver high quality services.
- Develop/update succession plans for key roles.
- Develop a promotion plan for eligible staff.

Goal

Strategic Growth

Description

Provide strategic direction and support for IT, Operations, and Facilities projects.

Become the partner of choice for our business clients on all projects.

Work like a consultant and provide key support for IT/business initiatives and projects.

Support includes:

• Applying technical and/or business expertise and full knowledge of discipline

• Developing and documenting technical solutions, standards and associated business cases; demonstrating ingenuity and creativity with a forward looking perspective

• Exercising discretion and latitude in key decisions

• Understanding technology trends and their associated business value to the organization

• Assisting in leading or driving projects or initiatives to successful completion while using the appropriate level of project management

• Representing IT in a positive manner by partnering with other IT personnel and business personnel to develop solutions and implement them successfully

• Presenting difficult, complex and technical problems in clear, concise and non-technical terms appropriate for the audience

• Analyzing business processes and providing guidance and suggestions to improve these process

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 27

BUH/Pres Level/BU Customer Experience & Energy Strategy/ Energy Efficiency/Energy Efficiency

Due Date: 12/31/2025

Performance Goals

Goal

Personal Goals

Description

1. Attend 2 professional development activities
2. Develop short term and long-term personal goal(s): optional

---

Goal

Leadership Behaviors

Description

- Customer Focus
  - o Deliver superior service to our customers, both internal and external, in a reliable, attentive, courteous, quality, proactive and timely manner
- Foster Teamwork & Cross-Functional Collaboration
  - o Work collaboratively within and across the organization to achieve “One Company” and other goals
  - o Recognize and address cross functional implications of your work
- Lead Change in our Organization
  - o Proactively seek out opportunities to improve business performance and customer service.
  - o Respond positively to new demands or circumstances
  - o Exhibit a “can-do” attitude to support changes in priorities and work processes.

Goal

Deliver Key Initiatives

Description

1. As subject matter expert for EV charging, take responsibility for customer and contractor interactions, technical project reviews and share best practices/lessons learned amongst the team. Achieve high levels of customer satisfaction (examples providing resources that help customers understand the program and recognizing and instituting process improvements that help customers).
2. Specialized Roles: support additional activities throughout the year including developing and fulfilling PURA and DPU Plan commitments, working cross-functionally with other EDCs and internal stakeholders on future program design, providing regulatory responses and executive inquiries within allocated timeframes, participation in transportation electrification associations, submittal of conference abstracts, speaking engagements, and representing Eversource at EV events.
3. Respond to executive and legislative inquiries in a timely manner

Goal

EV Key Performance Indicators (KPI)

Description

1. Achieve KPI performance targets (Corporate and Regulatory)

a. Corporate:
i. Residential Rebates Paid and Commercial (# of Ports) Signed LOAs
1. CT: 7,300
2. MA: 3,800
3. NH: 20
b. PURA Ports Installed:
i. 2025 CT Residential Goal: 4,666
ii. 2025 CT C&I Goals: 3,559 (MUD: 2,400, Public:441, Workplace/fleet: 672, DCFC 46)
c. DPU: (N/A)
d. DEEP:
i. Develop a plan by October 1, 2025, to offer to residential and C&I customers in Q1 2026 a coordinated initiative for solar PV, electric vehicle chargers, and battery storage in combination with the C&LM program offerings. The plan shall include details on the benefits, incentives, and financing opportunities along with how the Companies will coordinate with their respective internal teams, the Connecticut Green Bank, and other state and Federal initiatives to encourage the adoption of renewables, storage, EVs along with energy efficiency upgrades.

Goal

Improve Operational Efficiency

Description

1. Support Bi-state team development efforts (rather than a two State team)

2. Identify, design and implement process improvements as they relate to customer interface platforms (PowerClerk/ Resource Innovations), handling of customer/contractor inquiries and project review workflows including electric operations site review for pre-approvals.

3. Business Controls-work to build upon the activities laid out in the 2024 EV Risk Assessment to develop and maintain program controls (including cost baselines for Commercial projects), achieve successful audits, DPU and PURA cost recovery and identify and implement efficiencies in work processes that improve customer satisfaction and/or reduce costs.

4. Develop plan to bring back logs up to date and establish goals and maintain internal service level agreements (SLAs) for application processing statuses. Keep internal manuals up to date.

5. Determine analyses and reporting to assess program achievement

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 28

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Western CT

Due Date: 12/31/2025

Performance Goals

Goal

Financial (35%)

Description

O&M ($129.8M) (15%): O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital ($293.1 M (15%): Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Inventory Goal (5%): Improve CL&P turns ratio to achieve an annual rate of 1.6 by reducing inactive inventory by $818K.

Overtime below budget

Achieve PIS target

Goal

Leadership

Description

Leadership

Be a leader. Take charge of those we are assigned to manage. Communicate. Work with your pears to find success.

Understand “Servant Leadership” and apply it whenever possible

---

Goal

Operations

Description

Operations

Manage your individual operational responsibilities to coincide and build upon our overall organizational goals of operational success.

Participate and contribute to assembling all of the major areas of operations (Staffing, Training, Materials, Equipment, Vehicles, Communication and Planning).

Utilize your planning and influence to remove all obstacles for employees and support organizations to find success.

Goal

Reduce Outage Times

Description

Reduce Outage Times

When entering into any job planning situation, both emergent and blues sky, always keep in mind our organizational goals around SAIDI, CAIDI and SAIFI.

Be cognizant of employee outage times and reduce outage minutes wherever possible

Goal

Safety

Description

Safety

Understand the focus and priority that our organizational leadership places on Safety. Above all else is the safety of our employees and our customers. Every situation and decision should encompass safety from the beginning, middle and end.

Keep safety a focus of conversation with our employees. Be a leader who is strong enough to call out safety related issues, regardless of the situation. Keep current with all safety related requirements assigned to you and our organization. Eliminate DARTs and PMVA's

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.

Leadership Behavior	Leadership Behavior Descriptions
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 29

BUH/Pres Level/BU Operations/Electric Operations - CT/
Station Operations & Field Engineering /
Communications-CT

Due Date: 12/31/2025

Performance Goals

Goal

Budget & Financials

Description

Be Stewards of the Budget for Efforts that impact the Financials for O&M and Capital Investment Initiatives. Support the company goals for responsible spending.

Request permission for all purchases (P-card or other).

Assign Charges Correctly - Verify and assign correct charge allocation:

Capital – FWO, CCC, etc.

O&M: (11, 1T, 41, 4T, 71, 61 & correct combinations)

Utilize FWOs that distribute charges correctly (example / suffix 0C02, 0P02, 0P04, 0P13, etc)

Storms – Use provided storm work order for all storm related work and charges – including the ramp up and ramp down for storms.

Limit Overtime when possible, and notify supervisor if OT is needed to complete that day's work. Always include detailed comments for OT work on your timesheet, including starting early or working through lunch.

Goal

Safety and Event-Free Performance

Description

Support the company mission by adhering to Safety & Operational requirements, pro-active use and promotion of Human Performance Concepts, Principles and Error Elimination Tools for Event-Free Performance.

Continue the constant pursuit of zero events and zero harm:

0 Preventable Motor Vehicle Accidents (PMVA)
0 Days Away and Restricted Time (DART)
0 Days OSHA Restricted Duty
0 Total Recordable Injury Rate (TRIR).

Complete all OSHA training modules prior to end of November (eLearning and ILT)

Complete Smith Driving training course every 5 years, or as is directed by your supervisor.

Create Job Safety Briefings for each workday and/or each work task when working the in field.
Use e-Brief's when working with others.

Measurable goal: Identify 2-6 Hazard ID/Good Catches and report to Tech Lead/Supervisor for submission (joint goal with Operational Excellence).

Attend and contribute to weekly and monthly Safety Meetings and provide constructive comments that contribute to professional and personal safety.

Goal

Customer Focus

Description

Actively participate in a pro-active organization that response quickly and effectively to the needs of its customers: CT SOC; MA-West SOC; CONVEX; Test, Electrical and Line Departments; Yankee Gas; ISO-NE

Fill out Daily Work Schedular and speak with supervisor for weekly work assignments.

Respond to service requests, inquires and notifications in a timely manner.

Provide status updates and appropriate feedback to customers (internal or external).

Communicate emergent and planned outages with impacted customers.

Follow through with commitments - Complete assigned work tasks within estimated time provided.

Ensure that we have processes in place to deliver on our promise to provide superior customer service.

Goal

Foster Teamwork & Cross-functional Collaboration

Description

Encourage collaboration within your team and department for the completion of emergent and scheduled work.

Encourage cooperation with peer departments inside and outside the Field Comm organization.

- Telecom Engineering
- Radio Services
- IT Networking
- Substation Automation
- Field Automation
- Field Engineering (Test)
- Substation Electricians
- Transmission Lines
- Construction Representative
- Emergency Preparedness

Work with your supervisor and Team Lead to remove obstacles between functions and teams.

Identify and address competing goals with your supervisor.

Work with peers and management to document existing and new processes.

Work with your coworkers to meet deadlines for IR, battery testing, generator maintenance, etc.

Goal

Lead Change

Description

Exhibit a “can-do” attitude to successfully develop and implement changes in strategy, priorities and work processes.

Support the implementation of new work methods, and look for opportunities to improve other work practices.

Respond positively to new demands or circumstances.

Act optimistically to influence others to embrace change.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 30

BUH/Pres Level/BU Operations/Electric Operations - CT/
Station Operations & Field Engineering /
Communications-CT

Due Date: 12/31/2025

Performance Goals

Goal

Safety - Employee & Public

Description

Exceed Goals of Days Away and Restricted or Transferred (DART), Preventable Motor Vehicle Accidents (PMVA), and Total Recordable Injury Rate (TRIR). Document work observations each week: Focus on Communications, Job Briefing and Work Practice. And ensure each employee is evaluated on Decision Driving SIMs. Acknowledge desired positive behaviors. Document Safety and Event Free Performance Meetings – Follow through on commitments.

Monthly Discussion Sessions and Improvement Efforts

- Monthly Discussion Sessions and Improvement Efforts
- Pursuit of Zero PMVAs with Zero Harm the goal!
- Pursuit of Zero Lost Time Accidents: Maintain Zero Incidents
- Pursuit of Zero OSHA Restricted Incidents: Maintain Zero Incidents
- Complete Compliance Safety Training eLearning's and CPR by October 2024!
- Submit at a minimum 6 Good Catches/Hazard IDs
- eBrief - Track and collaborate on improvements and use
- Mandated Training - 100% complete as mandated

Goal

Financials - Stewards of the budget!

Description

Stewards of the budget:

OT- ex Major Storms - Minimize

O&M non-storms - Under Budget Non-Tracked and Tracked

Capital Distribution - Spending Cap Enforced 2025

Capital Transmission - Prudent and managed.

Capital % of Total Spend Target 50% (50 Capex / 50 O&M)

Look for efficiencies to ensure budget improves reliability manages cost to the customer.

Goal

Employee Development

Description

Support Technical Training

Conduct TMP Sessions

Set Up Vendor Training to support TMP

Participate in Pilot Programs to develop training for new equipment

Engage Project Specialists in Chief & Leads Sessions

Goal

Customer - Reliability

Description

Support company mission through pro-active use and promotion of Human and Organizational Performance Concepts, Principles and Error Elimination Tools for Event Free Performance.

Pursuit of Zero Events and Zero Harm!

- Pursuit of Zero Inadvertent Trips with Zero Harm the goal!
- Pursuit of Zero Mis Ops with Zero Harm the goal!

Emergency Preparedness and Response: Support Transmission, Substation, PSS & DA Role

Well Managed ETRs

Promote Event Free Performance using Safe Work Instructions, our HP Tool Kit, standards, and work methods!

Goal

Capital Investment - System Improvements & Reliability

Description

Capital Project Support – Support of projects as they are assigned to the group.

- Accurate Estimate and Oversight of Capital Spend
- Adherence to procedures such as SUB 202
- Timely Notifications of budget challenges to avoid cost overruns for Testing & Commissioning

Promote Event Free Performance using Safe Work Instructions, our HP Tool Kit, standards, and work methods!

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 31

BUH/Pres Level/BU Human Resources & Information Technology/Information Technology/ Information Technology

Due Date: 12/31/2025

Performance Goals

Goal

Security Vulnerabilities - 100% of vulnerabilities address within SLA as defined by the Security team

Description

We will effectively mitigate all security vulnerabilities within our SLAs. Work with security as needed.

Goal

Agile Project Delivery

Description

Increase our percentage of projects (by cost) using agile by 60%.

Goal

Application Retirements - 10% reduction in application portfolio

Description

We will retire 10% of the applications in our portfolio and keep it up dated with changes

Goal

Incident Reduction - 25% reduction in ADIR

Description

We will reduce our incidents in IT by 25% as measured by the year over year comparison of the Average Daily Incident Rate (ADIR)

Goal

- Individual Training Goals - 40 Hours

Description

Every individual will have at least 40 hours of training, which could include both formal and informal training. Cloud, Day in a Life and Technical as options

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 32

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Western CT

Due Date: 12/31/2025

Performance Goals

Goal

Leadership

Description

Leadership

Be a leader. Take charge of those we are assigned to manage. Communicate. Work with your pears to find success.

Understand “Servant Leadership” and apply it whenever possible.

Goal

Operations

Description

Operations

Manage your individual operational responsibilities to coincide and build upon our overall organizational goals of operational success.

Participate and contribute to assembling all of the major areas of operations (Staffing, Training, Materials, Equipment, Vehicles, Communication and Planning).

Utilize your planning and influence to remove all obstacles for employees and support organizations to find success.

Goal

Reducing Outage Times

Description

Reduce Outage Times

When entering into any job planning situation, both emergent and blues sky, always keep in mind our organizational goals around SAIDI, CAIDI and SAIFI.

Be cognizant of employee outage times and reduce outage minutes wherever possible.

Goal

Safety

Description

Safety

Understand the focus and priority that our organizational leadership places on Safety. Above all else is the safety of our employees and our customers. Every situation and decision should encompass safety from the beginning, middle and end.

Keep safety a focus of conversation with our employees. Be a leader who is strong enough to call out safety related issues, regardless of the situation. Keep current with all safety related requirements assigned to you and our organization. Eliminate DARTs and PMVA's

Goal

Financial (35%)

Description

O&M ($129.8M) (15%): O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital ($293.1 M (15%): Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Inventory Goal (5%): Improve CL&P turns ratio to achieve an annual rate of 1.6 by reducing inactive inventory by $818K.

Overtime below budget

Achieve PIS target

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.

Leadership Behavior	Leadership Behavior Descriptions
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 33

BUH/Pres Level/BU CFO/Supply Chain, Env Affairs & Prop Mgmt/Real Estate

Due Date: 12/31/2025

Performance Goals

Goal

Collaboration with Business Partners/Internal Customers

Description

Effectively collaborate with our business partners to enhance communication, transparency, and policies around future REPM initiatives. Also improve operational efficiencies through effective and consistent communication to provide exceptional service to each other and our clients.

Goal

Facilities Operations and Compliance

Description

Manage facilities in accordance with local, state, and federal compliance requirements. Supervise and develop staff. Operate facility in support of building tenants within appropriate service levels.

Maintain budget compliance for both O&M and capital budgets.

Enhance the safety culture in the Facilities organization…striving for 0 DART's and 0 PMVA's. Operate facilities in compliance with environmental regulations as identified in the Environmental Permit Book.

Ensure all training and certification requirements for self and staff have been completed on time.

Goal

Carbon Neutrality Strategy and Implementation

Description

Continue to seek out strategic energy saving initiatives for all applicable capital projects and operations of respective facilities. Document anticipated carbon reduction and any associated on-going cost impacts. Support the annual meter data collection process.

Goal

Facilities Strategic Improvement Plan

Description

Support and provide data/input into the creation of a Facilities long range improvement plan. Factors to include are Facility Condition Assessments; Utilization of buildings; Business Unit requests; On-going O&M costs; Development of 5 year capital plan.

Goal

Eptura Training and Implementation

Description

Have self and staff take training necessary to familiarize self and staff with the Eptura Work Management program. Also, implement, issue and track PM and CM work orders.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 34

BUH/Pres Level/BU Operations/Electrical Engineering/
Distribution Engineering - CT

Due Date: 12/31/2025

Performance Goals

Goal

Safety & Quality Performance

Description

Support the company's core responsibility of every employee to follow all safety expectations and maintain or create a safe and healthy work environment.

Goal

Focus on the 5 Year Plan

Description

Support the company's core responsibility of being more cost effective and long range planned state and company initiatives to enhance business performance.

Goal

Building Expertise

Description

Support the company's mission to be committed to constructive culture by providing employees with access to job-related learning opportunities focused on enhancing company's knowledge and technical skills to prepare employees for future growth.

Goal

Operational Focus Productivity and Efficiency

Description

Support the company's mission to meet corporate budget requirements by designing to ensure the right solution alternatives are evaluated, the technical approach is firm, and the resources/labor costs are appropriately budgeted. Including adhering to departments goals, initiatives, and productivity metrics.

Goal

Collaboration and Business Improvements

Description

Support the company's mission to provide detailed engineering designs for strategic development, planning, maintenance, technical solutions, modernization and operation of the system. Including leveraging the use of innovation and new technology to improve processes

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 35

BUH/Pres Level/BU Operations/Electrical Engineering/
Distribution Engineering - CT

Due Date: 12/31/2025

Performance Goals

Goal

Governance Meetings (monthly)

Description

Manage 2025 budget via overseeing the development of the monthly governance report and meetings

Goal

Full Funding 2026 projects

Description

Facilitate CPAC full funding authorization of all 2026 pipeline projects by 12/31/2025

Goal

APS1 Compliance

Description

Manage APS1 compliance by ensuring projects secure full funding authorization prior to starting construction, proactively monitor and address projects that are approaching their APS1 threshold, and resolve any compliance/ overspend issues as soon as possible.

Goal

Develop a formal DG Process to Help Ensure In-Service Commitments are Met

Description

Key component - add an indicator to the CT Capital Portal that will notify Engineering when payment is received from the developer which will trigger the generation of the partial PAF and put design engineers on notice that a detail design will soon be required (upon partial PAF approval). Assign clear roles and responsibilities to all parties.

Goal

Manage CT Capital Portal upgrades

Description

Incorporate portal options/upgrades as needed with a focus on automation wherever possible

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Role model integrity, transparency, and empathy and address difficult issues with honest dialogue.
Communicate strategic vision	Define and align team strategies with company vision, ensuring clarity at all levels.
Create an engaged workforce	Champion engagement and inclusion, ensuring all voices are heard. Respect and embrace differences.
Focus on the customer	Implement processes that enhance customer service and drive continuous improvement.
Foster teamwork and cross-functional collaboration	Promote enterprise cross-functional partnerships, remove barriers, and align priorities.
Lead change	Adapt to business needs, challenge the status quo, and guide teams through uncertainty.
Manage and develop people	Build strong teams. Develop employees, enable coaching, and provide actionable feedback. Differentiate performance though reward and recognition.
Take ownership & accountability	Drive performance by setting high standards, monitoring progress, and fostering a culture of ownership.

Sample Employee 36

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Eastern/
Central CT

Due Date: 12/31/2025

Performance Goals

Goal

Safety (25%)

Description

Dart Rate (10%): This KPI is a measurement based on the OSHA performance based on OSHA 300 Restricted Duty. Transfer and Lost Workday Cases. Calculation: Number of cases resulting in days away (OSHA 300 log) and restricted work or job transfer (OSHA) x 20,000/total productive hours worked by all employees.

PMVA Rate (10%): Total number of PMVAs per one million miles driven. Included are all PMVAs involving company vehicles and PMVAs involving shared lease vehicles while on company business. Preventability is defined by the criteria established by the Eversource Safety Organization.

Safety Plan (5%): Prepare a department safety plan and execute its components.

Goal

Financial (35%)

Description

O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Goal

Operational Efficiency (25%)

Description

SAIDI: Customer Minutes Interrupted/Average Number of Customers Served

SAIFI/MBI: Number of months between interruptions/inverse of SAIFI

CAIDI: Outage duration

Emergency Management: Complete necessary training, participate in AWC and state-wide drills. Results will be measured based on feedback from Emergency Preparedness organization.

System Resiliency: Meet scope, schedule and budget.

Goal

Safety 25%

Description

DART Rate: This KPI is a measurement based on the OSHA performance based on OSHA 300 Restricted Duty, Transfer and Lost Work Day Cases. Calculation: Number of cases resulting in days away (OSHA 300 log) and restricted work or job transfer (OSHA) x 20,000 / total productive hours worked by all employees.

PMVA Rate : Total number of PMVAs per one million miles driven. Included are all PMVAs involving company vehicles and PMVAs involving shared lease vehicles while on company business. Preventability is defined by the criteria established by the Eversource Safety Organization.

Safety Plan Prepare a department safety plan and execute its components

Goal

Financial 30%

Description

O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital ($293.1 M (15%): Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.

Leadership Behavior	Leadership Behavior Descriptions
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 37

BUH/Pres Level/BU Customer Experience & Energy Strategy/ Energy Efficiency/Energy Efficiency

Due Date: 12/31/2025

Performance Goals

Goal

Support Corporate Initiatives

Description

Examples include, but are not limited to: supporting storm duty assignments, culture of safety and diversity and corporate volunteerism.

Goal

Employee Development, Accountability, and Thought Leadership

Description

Implement new organization structure, manage staffing needs, develop team, maintain/grow ES leadership position on EEB and Residential Committee. Encourage employee engagement, foster culture of performance and accountability, training, and support one-on-ones and team meetings.

Goal

Deliver key initiatives and projects - Focus Area – Special Projects

Description

HES-HES-IE Redesign (includes HES & HES-IE RFI, RFP); vendor scorecards; New HES & HES-IE Customer Report initiative integrating DOE Home Energy Score report; Inflation Reduction Act Grant (program management, implementation milestones, and performance spending, etc.); 2026 Plan Update; improved contractor communications (includes manuals, procedures, etc.)

Goal

Deliver Key Initiatives and Projects - Focus Area: Residential 2025 Goals (PI, Spending, Savings, Other Metrics)

Description

Deliver Residential Program Goals - Electric (Electric, Fuel Oil and Propane) and Natural Gas - Both Residential overall and also key core programs HES (SF & MF), HES-IE (SF & MF)

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Role model integrity, transparency, and empathy and address difficult issues with honest dialogue.

Leadership Behavior	Leadership Behavior Descriptions
Communicate strategic vision	Define and align team strategies with company vision, ensuring clarity at all levels.
Create an engaged workforce	Champion engagement and inclusion, ensuring all voices are heard. Respect and embrace differences.
Focus on the customer	Implement processes that enhance customer service and drive continuous improvement.
Foster teamwork and cross-functional collaboration	Promote enterprise cross-functional partnerships, remove barriers, and align priorities.
Lead change	Adapt to business needs, challenge the status quo, and guide teams through uncertainty.
Manage and develop people	Build strong teams. Develop employees, enable coaching, and provide actionable feedback. Differentiate performance though reward and recognition.
Take ownership & accountability	Drive performance by setting high standards, monitoring progress, and fostering a culture of ownership.

Sample Employee 38

BUH/Pres Level/BU	Customer Experience & Energy Strategy/ Customer Experience & Energy Strategy
Due Date:	12/31/2025

Performance Goals

Goal

Business Functions 35%

Description

The business goal is for AEs to become the customers' strategic ally, by understanding their businesses, identifying opportunities and customer focused solutions. Work collaboratively across the organization to achieve goals.

Actions / Activities / Metrics

Maintain core transactions throughout the year in support of customer satisfaction as follows:

Customer Documentation:

- Strategic Account Executives are required to maintain accurate and updated customer contacts in Saratoga. A minimum of one active contact per customer is required
- Maintain accurate Customer Emergency Contacts in Saratoga
- Strategic Account Executives are required to create a minimum of (5) notes per week in Saratoga (**or a minimum of 200 per year**)
- Maintain step load tracking database to support ten year forecast for capital projects. Monthly updates are required.
- Successfully manage emergent issues. Notify manager of escalating issues, as necessary

Act as Intermediary Between Customer and:

- Distributed Energy Resources Group

- New Customer Connect Process
  - Monitor customer work orders initiated throughout the year. Participate in site visits, satisfy requirements, and monitor work order life cycles from Maximo to C2/Omni.
  - Participate in Planner/Scheduler meetings

- Customer Planned Outages
  - Proactively participate in the coordination and execution of customer planned outages throughout the event

- Unplanned Outages
  - To ensure all customers understand planned outage communication protocols, account executives are required to email the outage protocol a minimum of once per year to all assigned customers. This should include all outage reporting and contact information, including back-up contact information.

- Power Quality and Reliability
  - Meet/communicate with customers within five business days to develop a mutually agreeable plan to resolve power quality and reliability issues, or an agreeable resolution strategy for more complex issues

- Billing Resolution & Arrears
  - Develop a resolution plan within one billing cycle

Leadership Goal/Lead Change:

- Champion a process improvement or serve as a subject matter expert to improve business performance and customer service, minimum one opportunity per year required.

Other Core Transactions:

- Timely and successful completion of e-learning assignments

- Timely submission of time sheets and appropriate documentation for expenses. Mileage reimbursement should adhere to the Eversource policy

---

Goal

Customer Satisfaction 20%

Description

Actions / Activities / Metrics

Customer Satisfaction Survey:

- Receive an above average satisfaction rating from external customers via an annual Account Executive Survey conducted by Qualtrics to all assigned customers. To achieve a 'top achiever' or 'high contributor' rating, a minimum of 20 responses is required

- Top Achiever: 95% – 100%
- High Contributor: 85% - 94.9%
- Successful Contributor: 75% - 84.9%
- Improvement Needed: 65% - 74.9%
- Did not Meet: below 65%

Overall goal rating can include customer feedback and comments

---

Goal

Emergency Preparedness and Response 15%

Description

Actively support Eversource emergency preparedness and response by participating in readiness drills and responding to storm assistance requests as needed/requested.

Actions / Activities / Metrics

- Participate in training
- Report to emergency assignment when called upon and remain on duty until released by the Unit Leader
- Support community liaison role while continuing to support managed accounts
- Achieve expectations from both internal and external stakeholders including:

Individual contributions during storms Documentation of customer communications Outage communications to managed accounts during an event Identifying and advocating escalated issues from managed accounts to the Large Customer Liaison/IMT Incident Commander Participation in post storm activities Demonstrating a helpful/positive attitude Adding value through contributions beyond assigned role Demonstrating proficient use of resources to respond to customers when an event is pending or in progress

Goal

Safety 10%

Description

Support a safe work environment

Actions / Activities / Metrics

- Safety Policy Compliance
- Execute caution, awareness and safety when traveling to visit customers/No PMVAs (Preventable Motor Vehicle Accidents)
- Report all safety incidents in a timely manner
- Present a Safety Brief at monthly Staff Meeting (a minimum of one per year)
- Personify Health Program/Course (one per year)

Goal

Energy Efficiency/Sustainability

Description

Increase awareness and support Company sustainability initiatives by promoting energy efficiency programs and carbon reduction goals with assigned accounts through implementation of 2024 program offerings.

Actions / Activities / Metrics

- Support energy efficiency Sales Team by providing leads
- Support Eversource's electric vehicle (EV) program initiatives
- Record leads in Saratoga by entering the following subject description: "**EE LEAD**"
- Ensure projects are monitored and managed to completion

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Act with integrity, respect differences, follow through on commitments and be an ally to colleagues.
Communicate strategic vision	Understand business goals and how your role contributes to the overall mission and vision of the company. Communicate information and execute on goals.
Create an engaged workforce	Be flexible, maintain a positive attitude, and embrace learning and new ways of working.
Focus on the customer	Deliver quality work, treat customers with respect, and anticipate their needs.
Foster teamwork and cross-functional collaboration	Work across teams, share knowledge, and involve others as needed.
Lead change	Embrace new ways of working and assume positive intent.
Manage and develop people	Seek feedback, leverage learning opportunities, and own your personal and professional development.
Take ownership & accountability	Own your work, solve problems proactively, and suggest improvements.

Sample Employee 39

BUH/Pres Level/BU Operations/Electric Operations - CT/
Electric Field Operations - Western CT

Due Date: 12/31/2025

Performance Goals

Goal

Financial (35%)

Description

Financial

O&M ($129.8M) (15%): O&M expenditures are defined as the costs associated with the operation, maintenance, engineering, administration, and support of the operating company. Included are costs related to labor, materials and supplies, contractor services, and miscellaneous costs such as employee expenses and regulatory fees. O&M expenses are direct charges against income and therefore have a direct influence on bottom-line earnings.

Capital ($293.1 M (15%): Capital spending allocations are categorized by corporate guideline codes. Percentages and ratios of capital spending based on corporate guideline codes. Other includes IT, Facilities, Tools, Environmental, etc.

Inventory Goal (5%): Improve CL&P turns ratio to achieve an annual rate of 1.6 by reducing inactive inventory by $818K.

Overtime below budget

Achieve PIS target

Goal

Leadership

Description

Leadership

Be a leader. Take charge of those we are assigned to manage. Communicate. Work with your pears to find success. Understand “Servant Leadership” and apply it whenever possible.

Goal

Operations

Description

Operations

Manage your individual operational responsibilities to coincide and build upon our overall organizational goals of operational success.

Participate and contribute to assembling all of the major areas of operations (Staffing, Training, Materials, Equipment, Vehicles, Communication and Planning).

Utilize your planning and influence to remove all obstacles for employees and support organizations to find success.

Goal

Reduce Outage Times

Description

Reduce Outage Times

When entering into any job planning situation, both emergent and blues sky, always keep in mind our organizational goals around SAIDI, CAIDI and SAIFI.

Be cognizant of employee outage times and reduce outage minutes wherever possible.

Goal

Safety

Description

Safety

Understand the focus and priority that our organizational leadership places on Safety. Above all else is the safety of our employees and our customers. Every situation and decision should encompass safety from the beginning, middle and end.

Keep safety a focus of conversation with our employees. Be a leader who is strong enough to call out safety related issues, regardless of the situation. Keep current with all safety related requirements assigned to you and our organization. Eliminate DARTs and PMVA's

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.

Leadership Behavior	Leadership Behavior Descriptions
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.

Sample Employee 40

BUH/Pres Level/BU Corporate Relations, Sustainability & Corporate Secretary/Strategic Communications/Strategic Communications

Due Date: 12/31/2025

Performance Goals

Goal

Increase employee engagement with internal communications across all platforms.

Description

- Audit current internal communication channels, including the Hub, channels to assess effectiveness.
- Develop and implement a content strategy aligned with business priorities.
- Introduce interactive elements (e.g., polls, feedback forms) to encourage employee participation.
- Support new channel for executive communications, specifically the launch of a CEO Livestream Townhall to all employees.
- Develop and deliver a plan with a timeline for key Hub improvements, including enhancements to search functionality, layout, and homepage design.

Goal

Facilitate effective communication strategies to support organizational change and transformation efforts.

Description

- Develop tailored communication plans for each major change initiative.
- Implement feedback mechanisms to gauge employee sentiment and adjust strategies accordingly.
- Launch all employee survey.
- Update and own comprehensive crisis communication plan to ensure timely, transparent, and coordinated messaging during critical events.

Goal

Deliver a coordinated internal communications campaign that educates employees on high energy hazard identification, the updated PMVA classification system, and the refined observation and Hazard ID programs.

Description

- **Revamp safety communications**: Audit and refresh all safety messaging to ensure it's clear, relatable, and tailored to specific teams, with guidance on how to share and use the content effectively.
- **Support the launch of the 'Why I Work Safe' campaign**: Use storytelling, video, and personalized badges to create emotional connections to safety and recognize safe behaviors.
- **Boost leadership engagement**: Increase visibility through consistent messaging, recognition, and multi-channel communication to reinforce safety priorities.

Goal

Build a cohesive, high performing team that support key employee communications priorities.

Description

- Set clear individual and team goals aligned with business objectives.
- Create a collaboration team culture through regular one-on-one meetings, team check-ins and shared planning.
- Provide ongoing coaching, professional development opportunities, and recognition to support growth and engagement.

Leadership Behavior	Leadership Behavior Descriptions
Build trusting relationships	Foster open communication and demonstrate honesty and integrity. Address concerns directly and follow through on commitments.
Communicate strategic vision	Share mission, vision and team goals clearly, ensuring teams understand the big picture.
Create an engaged workforce	Communicate changes effectively, support teams through transition, and encourage innovation. Respect and embrace differences.
Focus on the customer	Ensure teams understand the importance of customer service and recognize when employees go above and beyond to serve our customers.
Foster teamwork and cross-functional collaboration	Break down silos, involve others in decision-making, and encourage teamwork.
Lead change	Communicate and implement change effectively, and support teams through transitions.
Manage and develop people	Set performance and development goals. Provide actionable feedback and coaching, while ensuring inclusivity.
Take ownership & accountability	Set clear expectations, monitor progress, and hold teams and yourself accountable for achieving goals, exceeding customer expectations and meeting deadlines.