

Brandon T. Cramer

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Work Experience

Operations Director

May 2022 - Present

Xcel Energy, Edina, Minnesota

- Provides strategic leadership and direction for the organization to contribute to the financial and operational excellence of the Construction & Maintenance (DC&M) organization. Responsible for the effective and efficient utilization of resources with emphasis on safety, customer satisfaction, reliability, and compliance with regulations. Develops, approves, and manages annual and long-term expense and capital financial resource budgets.
- Responsible for effective and efficient use of bargaining and non-bargaining resources with emphasis on cost reduction, safety, reliability, customer satisfaction, and regulatory compliance. Involved with union general contract negotiations specific to department for all areas of responsibility supported by represented employees.
- Provides ongoing, effective and clear communication of the organizational vision, mission, key objectives and individual roles to employees and leaders. Responsible for engaging the workforce through seeking and responding to employee and leader input, consistently recognizing high performing employees, providing the appropriate tools and materials to perform the work assigned and ensuring the workforce understands the vision and mission of the organization and how their work contributes to the achievement of goals. Communicates with and establishes effective working relationships with external entities and internal organizations outside span of control to maximize efficiency, responsiveness and resource allocation.
- Responsible for providing leadership for at least one C&M priority. Provides a central point of contact for all issues regarding the assigned priority. Assured us that all other DC&M Directors have the appropriate information. Develops and monitors progress toward efficient and improved effectiveness of this topic for the entire DC&M organization.
- Responsible for building, maintaining and improving ongoing working relationships with internal and external organizations and service providers to ensure and provide maximize efficiency, responsiveness and resource allocation.
- Apply industry and Xcel Energy best practices, competencies and success factors to establish performance expectations. Assesses complex competitive, technical, political and social issues and develop strategies to achieve results that consider the perspective of a wide variety of stakeholders.

Operations Manager

June 2018 – May 2022

Xcel Energy, Newport, Minnesota

- Provide visible safety leadership and actively contribute to the creation, implementation, and continuous improvement of a strong, sustainable safety culture in partnership with Safety Consultant. Drive real time safety accountability by engaging the team through safety meeting participation, job briefs, audits, training, accident investigation/event assessment, and job site observations.
- Business Optimization & Strategy: Evaluate team performance based on operational efficiency, reliability and quality metrics and take corrective action where appropriate, focusing on process adherence and data integrity. Identify continuous improvement opportunities and drive adoption of process changes through effective collaboration and expectation setting.
- Operational Effectiveness: Provide direct leadership over crew effectiveness, quality and productivity. Maintain a continuous presence in the work environment and assist in removing barriers with pre-requisites, materials, stakeholder, and other issues. Ensure correct crew composition and skills are in place to meet operational,

reliability, customer and financial objectives. Assist in preparing resource forecasts and providing input to longer-term work plans.

- Talent Management: Recruit talented employees, participate in workforce and development planning efforts, establish clear expectations, and effectively and manage performance. Provide training, coaching and oversight and drive employee engagement. Effectively represent the organization in bargaining unit discussions, grievances, corrective actions and development.
- Relationship Management: Build and maintain effective internal and external relationships with areas that support Operations. Provide strong working knowledge of necessary systems and resources to assist employees, other work groups, and/or customers and stakeholders. Enable crews to provide solutions to issues and improve customer/stakeholder satisfaction.
- Regulatory & Compliance: Oversee and coordinate the execution and documentation of work in accordance with Xcel Energy policies and procedures, labor agreements, and regulatory standards. Support and ensure required compliance and technical training is completed. Establish, monitor, and track processes to ensure regulatory compliance.

Gas Plant Maintenance Supervisor

July 2015 - June 2018

Xcel Energy, Inver Grove Heights, Minnesota

- Supervise mechanical and electrical maintenance personnel and provide work direction for the operations personnel in the absence of the Plant Manager. Prioritize and schedule work activities. Manage labor relations, personnel performance issues, and approve records of direct reports.
- Develop, maintain and update plant maintenance manuals, procedures and coordinate associated training to ensure compliance with regulatory requirements and ensure proper maintenance of plant equipment.
- Monitor preventative maintenance programs for all mechanical, instrument and control, and electrical equipment at the gas plants. Responsible for directing the efforts for completion of the equipment maintenance system for the gas plants.

Corrosion Control Helper / Specialist

May 2012 - July 2015

Xcel Energy, St. Paul, Minnesota

- Completed cathodic protection field surveys to ensure federal compliance and quality of our natural gas assets
- Coordinated with various departments ensuring work completion and effective protection efforts implemented
- Completion of various cathodic protection capital projects by required in service dates

Education

University of St Thomas	Master of Business Administration	January 2021
University of Minnesota	Bachelor of Applied Science Construction Management	May 2015