

PACIFIC GAS AND ELECTRIC COMPANY

PG&E + 245 MARKET STREET • SAN FRANCISCO, CALIFORNIA 94106 • (415) 781-4211 • TWX 910-372-6587

August 8, 1975

Local Union No. 1245  
International Brotherhood of  
Electrical Workers, AFL-CIO  
P. O. Box 4790  
Walnut Creek, California 94596

Attention: Mr. L. L. Mitchell, Business Manager

Gentlemen:

As discussed during recent negotiations and at several meetings since then, Company proposes the adoption of new Performance Standards for the Data Recording Section, Vice President and Comptroller's Organization. These proposals supersede our letter of January 31, 1975 on the same subject.

The attached Performance Standards cover certain functions performed under Systems I through IV and under System VI. Additional Performance Standards will be adopted as circumstances change using the same methods applied in this case. All Standards will be subject to semi-annual review February and August of each year. The Standards as developed are basically departmental averages and as such are not intended to be fixed. Their primary purpose is for identifying employees with problems and diagnosing those problems and assisting them in the improvement of their performance. If after sufficient work with the training supervisor an employee is unable to meet the Standards, Company will, of course, consider further action.

Company further proposes to continue studying the matters contained in its proposal first advanced in the fall of 1973 and later withdrawn which relates to the whole area of training, lines of progression, promotion policy and compensation, and all its ramifications. It hopes to be prepared to commence discussions on this subject within 90 days.

If you are in accord with the foregoing and the attachment and agree thereto, please so indicate in the space provided below and return one executed copy of this letter to Company.

Yours very truly,

PACIFIC GAS AND ELECTRIC COMPANY

By *W. H. Aubright*  
Manager of Industrial Relations

The Union is in accord with the foregoing and the attachment and it agrees thereto as of the date hereof.

LOCAL UNION NO. 1245, INTERNATIONAL  
BROTHERHOOD OF ELECTRICAL WORKERS, AFL-CIO

By *L. L. Mitchell*  
Business Manager

September 8, 1975

PERFORMANCE STANDARDS  
DATA RECORDING SECTION  
VICE PRESIDENT AND COMPTROLLER'S ORGANIZATION

FOREWARD

SCOPE

This project has been a review of the work performed by 179 permanent and 43 temporary machine operators in the Data Recording Section of Computer Operations.

OBJECTIVES

Basic objectives of this review have been to:

1. Develop reasonable work measurement standards for:
  - a) Determining proper staffing requirements.
  - b) Evaluating employee performance in a consistent and objective manner.
2. Determine a reasonable allowance for time away from work (sickness, jury duty, vacations, etc.) for establishing additional operator requirements.
3. Determine a reasonable personal allowance for non-productive time while on the job, such as time for coffee breaks and visits to the rest room.

STUDY PLAN

Production reports by job and operator for the key to disc system were used to set standards for activities in Exhibit A. Actual sick, personal, holiday and vacation time reports were used to arrive at allowances for time off the job. Statistics for the period from October 1972 through September 1973 were used.

FINDINGS

Production standards have been set for approximately 96% of the monthly workload. These standards have built-in allowances for non-productive time while on the job.

Allowances for sick leave, vacation and personal time off were determined.

Quality standards for measured activities were also set.

RECOMMENDATIONS

1. Use work measurement standards (see Exhibit B) to determine the Data Recording Section's proper staffing requirements.
2. Use the same standards to assign a reasonable day's work and to spot-check individual operator performance.
3. Allow 9½% for time away from work (vacation, sick leave and personal time off).
4. Include an allowance for time away from work in determining the Data Recording Section's overall permanent operator requirements (see Exhibit B).

EXHIBIT AWORK MEASUREMENT STANDARDS

Month \_\_\_\_\_ 19 \_\_\_\_\_

<u>Job</u>	<u>(1) Strokes Per Hour</u>	<u>Errors Per 1000 Strokes</u>	<u>(2) Volume</u>	<u>(3) Hours (2) ÷ (1)</u>
<u>STANDARDS FOR SYSTEM I- IV ACTIVITIES</u>				
1 Entry - Meter Reads	10,200	.3		
2 Verify - Power Meter Reads	4,200			
2 Entry	7,200	.3		
3 Verify - Journal Entries	8,500			
3 Entry	6,500	.5		
5 Verify - Rate Analysis	9,500			
5 Entry	9,600	.4		
7 Verify - Invoices	7,400			
7 Entry	6,100	.5		
8 Verify - Payroll	8,700			
8 Entry	6,400	.4		
9 Verify - File Maintenance	7,900			
9 Entry	5,700	.4		
10 Verify - GM Progress	8,000			
10 Entry	5,800	1.0		
11 Verify - Freight Drafts	6,400			
11 Entry	5,200	.5		
14 Verify - M&S Extensions	7,500			
14 Entry	5,600	.7		

EXHIBIT A

Month \_\_\_\_\_ 19 \_\_\_\_\_

<u>Job</u>	<u>(1) Strokes Per Hour</u>	<u>Errors Per 1000 Strokes</u>	<u>(2) Volume</u>	<u>(3) Hours (2) + (1)</u>
15 Verify - M&S (Item Count)	9,600			
15 Entry	8,000	.4		
16 Verify - Gasoline Credit Cards	7,100			
16 Entry	5,100	1.1		
19 Verify - Meter Location	5,700			
19 Entry	4,000	1.1		
20 Verify - Accounts Payable	7,400			
20 Entry	7,200	.2		
23 Verify - Job Accounting	6,600			
23 Entry	4,600	.7		
24 Verify - Job Accounting (Estimate)	7,400			
24 Entry	5,000	.8		
25 Verify - Gas Service Daily Work Report	7,000			
25 Entry	5,100	.9		
26 Verify - Daily Bank Input	6,700			
26 Entry	5,100	.8		
32 Verify - Claims & Safety	4,900			
32 Entry	3,200	1.4		
33 Verify - Cash Payments	7,700			
33 Entry	6,600	.4		
34 Verify - Cash Payments Corrections	8,900			
34 Entry	6,800	.6		

## EXHIBIT A

Month \_\_\_\_\_ 19 \_\_\_\_\_

<u>Job</u>	<u>(1) Strokes Per Hour</u>	<u>Errors Per 1000 Strokes</u>	<u>(2) Volume</u>	<u>(3) Hours (2) ÷ (1)</u>
35 Verify - Deposits	4,200			
35 Entry	3,800	.8		
38 Verify - AP Error Corrections	1,500			
39 Verify - Tape Library	6,300			
39 Entry	4,100	1.2		
42 Verify - Demand Meters	7,800			
42 Entry	7,000	.3		
47 Verify - Valuation Street Light Tags & Street Light Data	6,300			
47 Entry	4,400	.9		
62 Verify - Labor	10,200			
62 Entry	8,500	.6		
63 Verify - Labor (Design Drafting)	7,400			
63 Entry	5,400	.7		
65 Verify - Labor & Maintenance (Garage)	8,300			
65 Entry	6,500	.7		
78 Verify - Overheads	9,100			
78 Entry	7,900	.6		
98 Verify - CMC Reproduction Sheets	6,700			
98 Entry	5,000	.7		
100 Entry - Meter Books Training	7,500			

STANDARDS FOR SYSTEM VI ACTIVITIES

<u>JOB</u>	<u>STROKES PER HOUR</u>	<u>ERRORS PER 1000 STROKES</u>
400 Entry - Job Scheduling	4,600	
401 Verify - Turn Ons	4,700	
401 Entry	5,900	.4
402 Verify - Change of Party	5,900	
402 Entry	6,400	.3
403 Verify - Sets	4,700	
403 Entry	5,400	.5
405 Verify - Turn Offs	5,800	
405 Entry	6,400	.8
406 Verify - Meter Changes	5,400	
406 Entry	5,100	.8
408 Verify - Pick Ups	6,200	
408 Entry	6,100	.6
409 Verify - Rebates + Pl (Money)	6,000	
409 Entry	5,400	.8
425 Verify - D+C and Power Corrections	9,100	

EXHIBIT B

PERMANENT OPERATOR REQUIREMENTS

- (4) Total Measured Workload - Total of Column (3)  
From Exhibit A. \_\_\_\_\_ (Hrs)
- (5) Other Work - Not Measured Above \_\_\_\_\_ (Hrs)
- (6) Total - (4) + (5) \_\_\_\_\_ (Hrs)
- (7) Time Away From Work\* - 10% x (6) \_\_\_\_\_ (Hrs)
- (8) Total - (6) + (7) \_\_\_\_\_ (Hrs)
- (9) Operator Equivalent - \_\_\_\_\_ Workdays x 7 Hrs for 1st  
Shift, 6.5 Hrs. for  
2nd Shift. \_\_\_\_\_ (Hrs)
- (10) Machine Operators Required - (8) ÷ (9) \_\_\_\_\_
- (11) Operators Authorized - (Permanent Category) \_\_\_\_\_
- (12) Over (+) or Under (-) Staffed - (11) - (10) \_\_\_\_\_

\*"Time away from work" includes vacation, holidays, sick leave and personal time off. Percentage based on actual findings.