PACIFIC GAS AND ELECTRIC COMPANY
INDUSTRIAL RELATIONS DEPARTMENT
2850 SHADELANDS DRIVE, SUITE 100
WALNUT CREEK, CALIFORNIA 94598
(510) 974-4282

INTERNATIONAL BROTHERHOOD OF
ELECTRICAL WORKERS, AFL-CIO
LOCAL UNION 1245, I.B.E.W.
P.O. BOX 4790
WALNUT CREEK, CALIFORNIA 94596
(510) 933-6060

MEL BRADLEY, MANAGER OR
DAVID J. BERGMAN, CHIEF NEGOTIATOR

JACK MCNALLY, BUSINESS MANAGER

January 27, 1998

Local Union No. 1245
International Brotherhood of
  Electrical Workers, AFL-CIO
P. O. Box 4790
Walnut Creek, CA 94598

Attention: Mr. Jack McNally, Business Manager

Dear Mr. McNally:

A Subcommittee of the Call Center 94-53 Committee has been discussing the Company's Remote Monitoring Process. The Committee has recommended that the attached Call Quality Knowledge and Skills Assessment Form and Call Quality Account Information Sheet take the place of the Remote Monitoring Activity Log Sheet attached to Letter Agreement 95-153.

The primary objective of the parties is to ensure that all CSRs and Team Leads have the same expectations on how calls should be handled. In addition, the Company will make certain that adequate training is provided to all CSRs on an on-going basis.

The parties recognize that periodically changes and updates to the Call Quality Knowledge and Skills Assessment Form and the Call Quality Account Information Sheet may be necessary. The Company and Union will jointly discuss and agree to any future changes to these forms.

The Company agrees to follow the principles below when conducting remote monitoring or silent listening:

1. Remote monitoring will be used in a positive manner by supervisors to maintain a high level of service to PG&E customers.

2. Remote monitoring will not be used as the sole basis to discipline employees in the work performance category. However, recognizing its use as one measure of performance, it may identify areas where there is a need for additional training in the area of a Service Representative's work skills and performance.

3. To establish consistency and standardization in the program, reviewing supervisors will receive formal training in observation procedures.

4. All reviewing supervisors will be proficient in customer service procedures.

5. Employees will be given a copy of the Call Quality Knowledge and Skills Assessment and the Call Quality Account Information Sheet on the same day they are monitored when practicable, but not later than the end of the employee's next workday.

6. The program shall be administered in a consistent and standardized manner.

7. Charges of alleged discrimination or harassment in the application of this program shall be investigated by the Local Investigating Committee described in Section 9.6 of the Clerical Agreement.

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

Very truly yours,

PACIFIC GAS & ELECTRIC COMPANY

By: _____
            Chief Negotiator

_____Feb 19_____, 1998   By: _____
                                         Business Manager

Call Quality
Knowledge and Skills Assessment

CSR / SSR Name _____   Date: _____   Evaluator: _____

<u>Review Process (Check one):</u>   Side by Side_____   or   Remote Monitoring_____

<u>RATINGS:</u>   Exceeded Requirement - ER
Met Requirement - MR
Did Not Meet Requirement - NR

For each Call Quality Factor (CQF) check the BOX (ER, MR or NR) that applies to the performance observed or reviewed through Side by Side or Remote Monitoring session. If the CQF was not applicable for the calls reviewed in the session check the N/A box for that factor.

Enter the total number of CQF that were identified as necessary for effective call handling on the "Total Identified for Session" line. This would be all CQF that were not checked N/A.

For each section, add together the total number of factors checked "ER" and "MR". Divide this number by the number entered on the "Total Identified in Session" line to obtain the "% of CQF rated MR or ER". Enter this percentage number in the appropriate box.

PROFESSIONAL BEHAVIORS

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF MR or ER
Safety						
• Take action on all safety issues						
Total Identified in Session =						%
Courtesy and Respect						
• Use customer's name appropriately						
• Acts in professional manner						
• Remain calm						
• Ability to diffuse an angry customer						
• Avoid rushing the call						
• Avoid interrupting the customer						
• Acknowledge what is said						
• Display willingness to assist						
• Treat with dignity and respect						
• Appraise of status while obtaining info.						
• Provide undivided attention						
• Use terms the customer understands						
• Keep mouth clear of food						
Total Identified in Session =						%

PROFESSIONAL BEHAVIORS (cont.)

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF MR or ER
Positive Image						
• Project a pleasant tone of voice						
• Positive attitude and image						
• Avoid carrying emotions from last call						
Total Identified in Session =						%
Hold Time						
• Ask customer to put on hold, wait for response						
• Inform of the hold time when info. is available						
• Avoid excessive hold times when possible						
• Thank the customer for holding						
Total Identified in Session =						%
Ownership and Transfers						
• Take ownership of the call						
• Use "WE" not "they"						
• Inform the customer when transferring						
Total Identified in Session =						%
Call Handle Time						
• Stay focused on the nature of the call						
• Keep the customer on track						
• Follow call guides and procedures						
• Access information in an expeditious manner						
• Provide direct answers						
• Follow TP down time procedures appropriately						
Total Identified in Session =						%
Satisfy Company Needs						
• Utilizes co. publications for most updated info.						
• Demonstrate understanding of co. policies & procedures						
• Show understanding of svc. delivery process						
• Communicate and offer products & services						
• Educate the customer when possible						
• Create effective information hand-off						
Total Identified in Session =						%
Listen Attentively With Empathy						
• Avoid asking the customer to repeat themselves by staying focused on the call						
• Acknowledge unique situations						
• Uses i.e. "I understand" to show empathy						
• Offer apologies and options when appropriate						
Total Professional Behaviors CQF Identified in Session =						%

MANAGING THE CALL FLOW PROCESS

Quality Factors	ER	MR	NP	N/A	Comments	% of CQF MR or ER
Opening The Initial Call (CSR & SSR)						
• Greet the customer - "....PG&E" (CSR)						
• Identify service line (i.e. Cust. Choice, Emer.) when available (CSR)						
• First and last name provided to the customer (CSR and SSR)						
• Offer to assist, (i.e."How may I help you?") (CSR and SSR)						
Total Identified in Session = _____						%
Gathering Information						
• Avoid interrupting the customer so they can clearly state problem						
• Ask probing questions to gather information, determine reason for call and identify needs						
• Provide accurate and reliable information						
• Restate/clarify to fully understand the request						
• Update credit information						
Total Identified in Session = _____						%
Taking Action						
• Attempt to resolve issue on the first call						
• Use all information resources properly						
• Communicate next steps to the customer						
• Check to verify understanding						
• Reassure issue will be resolved						
• Notify WHEN action will be taken when information is available						
• Communicate what you "can do"						
• When possible, complete follow-up work before taking the next call to avoid ACW time						
• Note pending activity on TP						
Total Identified in Session = _____						%
Summarizing The Call						
• Recap the results of the call with the customer						
• Verify agreed upon next steps						
Total Identified in Session = _____						%
Closing The Call						
• Offer additional assistance when appropriate						
• Show appreciation for calling "PG&E" (sign off using company name)						
Total Call Flow CQF Identified in Session = _____						%

TRANSACTION QUALITY FACTORS

Customer Choice Calls

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF-MR or ER
• Maintains neutral, non-persuasive perspective						
• Supports "level playing field" concept						
• Uses words/phrases that support open market						
• Avoid negative statements about competitors						
• Encourages research of available options						
• Encourage educated decisions about choices						
• Offer/provide reliable info. about Cust. Choice						
Total Identified in Session =						%

Turn on and Change of Party

Rule 12 (identify CSR vs. SSR actions)

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF-MR or ER
• Review past usage/rate schedule						
• Review historical usage of premise						
• Discuss electrical end use for rate options						
• Inform customer of their rate options						
• Enter correct rate schedule on NEW E SCHED						
• Enter correct TOU NEBS code						
• Verify understanding of rate options						
• Identify if DOG ownership-CNOT/Help Ticket						
• Identify access infor. (i.e. cross streets, contact numbers, locked gate) and note account						
Total Identified in Session =						%

Service Scheduling

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF-MR or ER
• Identify service needs						
• Lead call to offer GSSS available times						
• Avoid taking orders when no time is available						
• Check for service restrictions for scheduling						
• When necessary, effectively negotiate times						
• Schedule for future dates - Exc. Svc. Policy						
• Use call guides for scheduling options						
• Use calendar - date not on Sunday/Holiday						
• Respond appropriately to emergency situations and urgent requests						
• Identify if DOG ownership-CNOT/Help Ticket						
• Identify access infor. (i.e. cross streets, contact numbers, locked gate) and note account						
Total Identified in Session =						%

TRANSACTIONS (Cont)

Outage Communication

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF MR or ER
Use of Outage Reporting Tools						
• Accur. interpret/comm./complete CTAS/OIS						
• Ask probing quest. to identify isolated outages						
• Issue an order/tag						
• Use procedure to report lack of outage info.						
• Recommend 5002 line for updates						
• Avoid making duplicate orders						
Managing the Customers' Experience						
• Listen with empathy -willing to help						
• Provide timely and accurate information when available						
• Assure outage will be investigated & restored						
• If info. not avail. use knowledge to manage call						
• Discuss "storm tips" as appropriate						
Basic Electricity Concepts						
• Demonstrate ability to explain ele. restoration						
• Use common electrical terms						
• Communicate big picture of storm situation						
• Effectively communicate "common causes"						
• Communicate how outages can be prevented when appropriate						%
Total Identified in Session =						

Energy Cost Inquiries

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF MR or ER
• Open ECI Help Ticket						
• Manage the ECI process (i.e. APS, bal. due)						
• Analyze account information						
• Verify the accuracy of the bill with the customer and recommend they read meter						
• If bill accurate - CNOT with "1", Sat. 1st call						
• If bill not accurate - use ECI script to identify cause of high bill						
• If not sat. on 1st call, complete ECI HT -CNOT						%
Total Identified in Session =						

TRANSACTIONS (Cont.)

Credit

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF-MR or ER
• Use Equifax appropriately						
• Read all notes on account before taking action						
• Appropriately utilize information from Equifax						
• Assess risk factors before granting extensions						
• Negotiate sound payment arrangements						
• Use CXTN approp. to document extentions						
• Avoid overriding peer's /OACU credit decisions						
• Use CCMS agency info. and CARE to assist						
• Accurately explain all charges for RLNP						
• Use CXTN to note denied extensions						
Total Identified in Session = _____						%

Records and Billing

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF-MR or ER
• Access appropriate TP screen or OLBH						
• Provide accurate and complete info. on HT						
• Complete "special bills" when appropriate						
• CNOT account as appropriate						
Total Identified in Session = _____						%

Meter Reading

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF-MR or ER
• Offer understanding for mis-reads						
• Offer "access problem situations" options						
• Use HT to request invest. when appropriate						
Total Identified in Session = _____						%

Scripted Transactions

Quality Factors	ER	MR	NR	N/A	Comments	% of CQF-MR or ER
• Use script when appropriate						
• Ask probing questions						
• Accurately explain previously taken actions						
• Close call through script/HT when appro.						
Total Identified in Session =						%

TRANSACTIONS (Cont.)

Shut Off

Quality Factors	ER	MR	NR	NA	Comments	% of COF MR or ER
• Utilize the Excellent Service Policy and GSSS						
• Obtain forwarding address						
• Update telephone numbers						
• Inquire about special circumstances						
• Discuss meter read and closing bill issuance						
• Note in remarks access information and the status of RGSO (based on circumstance)						
• Identify access infor. (i.e. cross streets, contact numbers, locked gate) and note account						
Total Identified in Session =						%

Call Quality Summary Totals :

Number of Calls in the Session:_____   Length of Session:_____

Average Total Percentage _____

Summary and Development Planning: _____

_____

_____

_____

_____

_____

_____

Call Quality Account Information

Account Number	Trans-action	Comments on Call Quality Factors
1.		**Professional Behaviors:** **Call Flow:** **Transaction:**
2.		**Professional Behaviors:** **Call Flow:** **Transaction:**
3.		**Professional Behaviors:** **Call Flow:** **Transaction:**
4.		**Professional Behaviors:** **Call Flow:** **Transaction:**
5.		**Professional Behaviors:** **Call Flow:** **Transaction:**
6.		**Professional Behaviors:** **Call Flow:** **Transaction:**
7.		**Professional Behaviors:** **Call Flow:** **Transaction:**
8.		**Professional Behaviors:** **Call Flow:** **Transaction:**
9.		**Professional Behaviors:** **Call Flow:** **Transaction:**
10.		**Professional Behaviors:** **Call Flow:** **Transaction:**