

PG&E

FOR INTRA - COMPANY USES

From Division or Department SR. VICE PRESIDENT - OPERATIONS

To Division or Department

FILE NO. 203 x 411

RE: LETTER OF

SUBJECT Standard Practice 411-2

4-22-85 A-612.2

A-601.1

A-613.1

A-613.2

April 22, 1985

OFFICERS
REGIONAL MANAGERS
DEPARTMENT HEADS

Attached is revised Standard Practice 411-2, "Use of General Construction to Perform Gas and Electric Transmission and Distribution Work in the Regions".

This Standard Practice contains general guidelines for the use of General Construction for construction or contract administration in the operating regions.

Please replace all old copies of this Standard Practice with this new version. Additional copies of this Standard Practice can be obtained from this office by calling extension 222-3109.


E. B. VERGLEY, JR.

cc: Regional Staff Managers
Regional Electric Operations Managers
Regional Gas Operations Managers
Division/District Managers

Attachment



STANDARD PRACTICE

STANDARD PRACTICE NO. 411-2

ISSUING DEPARTMENT

SR. VICE PRESIDENT - OPERATIONS

PAGE NO 1 (of) 5 EFFECTIVE 5/01/85

CORPORATE OFFICER

VICE PRESIDENT - GENERAL CONSTRUCTION

REPLACING All (of) EFFECTIVE 2/10/81

SUBJECT: USE OF GENERAL CONSTRUCTION TO PERFORM GAS AND ELECTRIC TRANSMISSION
AND DISTRIBUTION WORK IN THE REGIONS

STATEMENT OF POLICY

- * 1. It is the policy of the Company for General Construction (G.C.) forces to perform specialized or remote work and assist the Regions when the demand for Transmission and Distribution (T&D) construction exceeds the capacity of Regional forces.

It is the policy of the Company to fully utilize the available General Construction resources on a systemwide basis.

STATEMENT OF PURPOSE

- * 2. This Standard Practice establishes the procedure for obtaining and using G.C. forces to perform electric and gas T&D work in the operating Regions.

PROCEDURE FOR EVALUATING ASSIGNMENT

- * 3. Consideration of the assignment of T&D work to G.C. is warranted under one or more of the following work conditions.
- a. The work is of an emergency nature and additional forces are needed to promptly restore service to customers.
 - b. The additional work load is temporary in nature and it is not desirable to permanently increase Regional forces.
 - c. The scheduled lead time is so short that there is not time to assemble and outfit a Regional crew.
 - d. The work is of a specialized nature and beyond the capability of Regional crews to perform or contract efficiently.
 - e. The work requires specialized equipment.
 - f. Additional forces are necessary in order for the Region to continue to provide adequate service to their customers.
 - g. The work is major construction that can be more efficiently performed by G.C. crews accustomed to and prepared for large work assignments.
 - h. The work will be contracted and exceeds Regional capability to inspect or requires specialized administration.



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- i. G.C. crews will be more effectively headquartered closer to the job than job sited Regional crews, resulting in an economic savings.
- j. G.C. forces need to be maintained equal to the pre-agreed minimum levels.

AUTHORITY AND RESPONSIBILITIES

- * 4. The Regional Manager has the authority to assign work to General Construction. This authority may be delegated. These assignments cover the following:

2-Digit Series Job Estimates
1,000,000 Series Job Estimates
4,000,000 Series Job Estimates
Work Orders
Partial Assignments

Assignments are to be made as soon as possible after authorization. Assignments are to be in writing on the approved form (62-7136) provided for that purpose. This Job Estimate Assignment Letter will be cosigned as acknowledgement that the Region and General Construction will manage and control the work in accordance with this Standard Practice and Standard Practice 120-2.

The Region has the responsibility for coordinating work with G.C. and monitoring the cost, schedule, and progress of work assigned to G.C.; and providing operational clearances on the electric and gas supply system. The Regional Manager or his designated representative may request the addition or reduction of G.C. manpower within the Region. The General Construction Area Superintendent may move crews in and out of the Region.

Under certain conditions, dock crews may be requested by the Regional Superintendent and provided by the functional G.C. Area Superintendent. A dock crew is a work unit receiving daily work assignments directly from a Regional general foreman or construction supervisor with the approval of the Regional Superintendent. General Construction dock crews will be supervised by a G.C. working foreman or subforeman under overall direction of a Regional foreman or general foreman. G.C. dock crews are to be used only as a short-term expedient for work which cannot otherwise be formally assigned.



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USE OF GENERAL CONSTRUCTION* 5. Priority in Assignment

The following priorities should be used in assigning work to G.C. for either construction or contract administration:

- a. First - Major construction or reconstruction work which can be more efficiently accomplished by utilizing larger G.C. crews with specialized equipment and/or expertise. Such work may also be contracted out and administered by G.C.
- b. Second - Work remote from Regional service centers where it is more effective to utilize G.C. or G.C. contract administrators who can be located close to the job site. This may be done in lieu of using the option of job siting Regional crews.
- c. Third - Other work that must be assigned to G.C. where Regional resources are not available to complete the work by the required operating date.

* 6. Coordination and Planning

- a. Work assigned to G.C. will be reviewed jointly by G.C. and Regional supervision at regularly scheduled meetings, as appropriate, to assure the effective use of G.C. personnel and to coordinate contract administration. This review will evaluate, among other things, the status of clearances, third-party involvement, rights-of-way, permits, material delivery, contract status, and contractor performance, to ascertain that the work, when scheduled, can proceed in an orderly and efficient manner.
- b. Consideration should be given to assignment to G.C. of sufficient other crew work in the area to allow the quick and efficient transfer of excess G.C. personnel to other productive work should unforeseen delays occur in the principle job assignment. Such a contingency plan would be under continuous modification as each principle job is completed and would include actions ranging from a reduction in the size of a single crew to a change in the number of crews used on a job.



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- c. Careful attention must be given in assigning work to G.C. (partial and full assignment) to assure as much lead time as possible for the selection or development of crews, the adjustment of existing crews to optimum size, the development of material delivery schedules, and better overall job planning. A minimum three-month planning time frame should be used. New business work of the "do-tomorrow"-type will not normally be assigned to G.C. Assignments must include adequate information about the required completion date, job costs, and scope of the work.
- d. A special effort must be made to determine whether grouping job assignments in specific areas will achieve more efficient operation of the G.C. forces. G.C. crews may be assigned to work out of Regional service centers or existing G.C. service yards, based on space availability and travel time considerations. The Region and G.C. must study the planned assignments to G.C. in order to determine whether additional service yards are justified.

* 7. Commitment of G.C. and Contract Manpower to Meet Regional Requests

It will be the responsibility of G.C. to confirm promptly that resources are available within its organization or by a G.C. administered contract to accomplish the anticipated assignment of work in the time available. It will also be the responsibility of G.C. to continuously monitor their capability to meet work assignments, as these assignments are modified from time to time. If assignments cannot be met, the following steps will be taken:

- a. The Region involved will be notified to determine if schedules can be modified to resolve the deficiency. Prudent use of overtime should also be considered.
- b. If, after a joint review by G.C. and the Region, commitments and schedules cannot be changed sufficiently, the Region then has the responsibility to (1) contract more work or (2) request additional G.C. manpower.
- c. Upon the request of a Region for additional G.C. manpower, the G.C. Department Manager(s) involved will meet with the appropriate Gas Distribution or Electric T&D Manager(s) for the purpose of assessing the priority of the request against other work systemwide. The Construction Resources Management Committee provides a forum for these discussions. If appropriate, G.C. forces will be moved with the agreement of the Regions involved.



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If no agreement can be reached or if systemwide workload cannot be met by existing Company and available contractor forces, the matter will be referred to the appropriate Operations Vice President for consideration of a formal request for additional Regional or G.C. manpower or a decision on the work priorities.

- * 8. Minimum G.C. Manpower Levels - The G.C. forces in the system normally will not be reduced below the minimum number agreed upon between the Vice President - General Construction and the Senior Vice President - Operations. This minimum number shall be reviewed at least annually by the Vice President - General Construction, and the Vice Presidents of Electric Operations and Gas Operations. The minimum support level shall be based on buildup capability, projected system requirements, and ability to respond to emergencies.

FOR FURTHER INFORMATION

Contact the Administrative Assistant to the Senior Vice President - Operations, on extension 3108.

APPROVED BY

J. R. Herrera - Vice President,
General Construction

E. B. Langley, Jr. - Sr. Vice President,
Operations

J.R. Herrera
E.B. Langley, Jr.