

REVIEW COMMITTEE

PG and E

PACIFIC GAS AND ELECTRIC COMPANY
245 MARKET STREET, ROOM 444
SAN FRANCISCO, CALIFORNIA 94106
(415) 781-4211, EXTENSION 1125

IBEW 

INTERNATIONAL BROTHERHOOD OF
ELECTRICAL WORKERS, AFL-CIO
LOCAL UNION 1245, I.B.E.W.
P.O. BOX 4790
WALNUT CREEK, CALIFORNIA 94596
(415) 933-6060
R.W. STALCUP, SECRETARY

CASE CLOSED DEC 8 1980
LOGGED AND FILED

D.J. BERGMAN, CHAIRMAN

- DECISION
- LETTER DECISION
- PRE-REVIEW REFERRAL

East Bay Division Grievance No. 1-1030-80-123
P-RC 575
Discharge of Utility Clerk

December 5, 1980

MS. M. A. SHORT, Company Member
East Bay Division
Local Investigating Committee

MR. S. A. THOMAS, Union Member
East Bay Division
Local Investigating Committee

The above-subject grievance has been discussed by the Pre-Review Committee prior to its docketing on the agenda of the Review Committee and is being returned, pursuant to Step Five A(i) of the Review Committee procedure, to the Local Investigating Committee for settlement in accordance with the following:

This case involves the discharge of a counter cashier in the Central District Customer Services Department, East Bay Division, for her continued failure to meet the Company's established cash-balancing standard for that headquarters. The record indicates that, over the grievant's 2½ year employment history, she has had a continuing problem with absences for illness and tardiness. Following verbal counselling, the grievant was given a letter of reprimand for absenteeism and tardiness in March, 1978. In October, 1978, the grievant was again reprimanded, in March 1980, for continued absenteeism. During the last seven months of employment, the grievant was for the first time assigned cash handling responsibilities. She experienced a continuing problem meeting the cash balancing standard established for the office in which she worked. The Committee noted that most other counter cashiers in the same office have been able to meet the cash balancing standard.

During its consideration of this case, the Committee reviewed the cash balancing standard as it is applied in the office in which the grievant worked. The Committee then reviewed an addendum that was requested by the Fact Finding Committee for inclusion with the case in the referral to Pre-Review. The addendum consisted of a survey of other Customer Services in the Division to determine both the standard established for counter cashiers and the average volume of customers per day per counter cashier. As a result of its examination of the information contained in the addendum, the Committee noted that the standard which the grievant was held to in her office was not one which was consistently applied throughout the Division. In fact, one District in the Division has a standard which is considerably higher than the one for her office. In addition, the evidence indicates that the grievant was handling a substantially larger volume of transactions on a daily basis than the other cash receivers in the Division. In reviewing the standard established, the Committee notes that there was no consideration of, or adjustment for, the volume of transactions which required her to make no more than three cash balancing errors per month, while handling a volume substantially greater than 200 transactions per day. Other cash receiving clerks in the Division, with the exception of one District, were held to

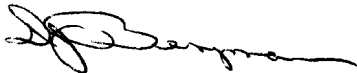
December 5, 1980

the same standard; however, the number of transactions completed by these clerks in most cases was approximately one half or less the number handled by the grievant.

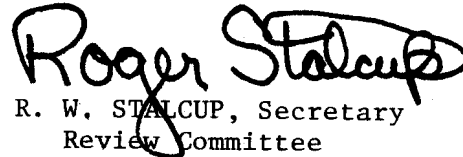
On the basis of all the evidence in the case, the Committee concludes that the grievant was not handling her responsibilities as a cash receiver. This fact coupled with her less than satisfactory overall employment record during a period of relatively short service, indicates the need for substantial disciplinary action; however, the Committee believes that discharge is not an appropriate penalty. In addition, the Committee understands that the Division is in the process of revising the standards for all cash receivers to take into account, among other things, the volume of transactions handled.

On the basis of the above, the Committee agrees to reinstate the grievant, without back pay, but with service and benefits intact, into her former position as a cash receiver in the Oakland office. The Committee recommends that the Division finalize the new standards for cash receivers, however, Union reserves the right to review the new standards and challenge, if necessary. Once finalized and implemented, the grievant will be expected to comply with these standards as well as all other normal conditions for continued employment.

On the basis of the above, this case is considered closed, and the closure should be so noted by the Local Investigating Committee.



D. J. BERGMAN, Chairman
Review Committee



R. W. STALCUP, Secretary
Review Committee

DJB:ml

cc: GFClifton, Jr.
MEBadella
LCBeanland
IWBonbright
LVBrown
FCBuchholz
RHCunningham
NRFarley
CAMiller
JBStoutamore
WKSnyder
CPTaylor
Division Personnel Managers

PG&E
FOR INTRA - COMPANY USES

From Division or Department **EAST BAY - CUSTOMER SERVICES**
FILE NO. **144.33**
RE LETTER OF SUBJECT **Cash Receivers' Standard**
To Division or Department

TCP
MAS
L3K
JEM
DJS
LCB
RECEIVED
Personnel Dept.
VRF
LMP
RJP
GHL
EAS
KDK
FEB 11 1981
CJS LCR
 SEE ME COMMENT FILE
 HANDLE ROUTE DESTROY
FOLLOW-UP

February 9, 1981

MESSRS. L. M. GUSTAFSON/M. C. FREDERICKSON
S. C. THOMAS/M. J. OTTERLEI
A. F. VIAL/S. E. FIELD
G. F. WOOD/L. E. LEIBNITZ

After analyzing your input and suggestions, we feel that the following standard represents satisfactory performance for all cash receivers.

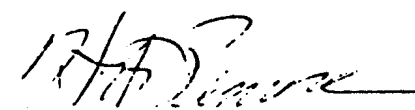
Two districts requested that all balancing errors be included to impress on the employees the importance of accuracy when handling our customers' money. Therefore we established this standard based on the Division performance over a six-month period.

Per 1000 transactions

First month on cash 4.5 errors
Second month on cash 3.0 errors
Third month on cash and thereafter 1.5 errors

This is to be used as a performance requirement on an individual basis and will not be a Performance Management Standard on an office or district basis.

Any questions regarding this matter should be referred to W. L. Greene.


H. F. PENROSE

WLGreene(44-2375):les

cc JGO'Neill
WMCracknell
RFPape ✓
ECSuess
Div. Credit Mgrs.

PG&E
FOR INTRA-COMPANY USES

DIVISION OR
DEPARTMENT EAST BAY - CUSTOMER SERVICES
FILE NO. 144.33
RE LETTER OF
SUBJECT Information On Cash Receivers

*Hayward Oger, HFP T/R
response will be
in tomorrow 9/18*

September 4, 1980

MESSRS. L. M. GUSTAFSON/M. C. FREDERICKSON
J. C. KEYSER/R. E. JORGENSEN
A. F. VIAL/R. C. GIRARD
G. F. WOOD/L. E. LEIBNITZ

We are working with Division Personnel in resolving a grievance involving cash balancing. In order to assist us, please provide the following information on each cash receiver in each of the offices in your district for the months of February 1980 through July 1980. I would appreciate your reply by September 18, 1980.

1. Number of days cash receiver took cash each month.
2. Number of times out of balance each month.
3. Amount over or under each time the cash receiver was out of balance.
4. Total stubs processed each month.

Also, please provide the names of any employees who have taken cash for nine months or more in the last year.

Explain what your standards of performance are for cash receivers. How many times may an individual be out of balance prior to being counselled, etc.

H. F. Penrose
H. F. PENROSE

HFP(44-2490):r1