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September–December 2009

Smart and simple, every day

Employees
are environmental leaders



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on the cover: The California Academy of Sciences Partnership Team took top honors for this year's team Clarke Award. From left: Mona Yew, Brandon Hernandez, Barbara Contreras, Robert Parkhurst, Andrea Gooden, Ken Brennan, Stephanie Isaacson, Susie Martinez, Jennifer Zerwer, Amanda Tintera. Not pictured: Karalee Browne, Mariana Hernandez, Hal La Flash
PHOTO: LEWIS STEWART

Editor's note: moving online

When we make decisions about the content for each issue of *PG&E At Work*—which was first released in September 2003—the first thing we look at is our Vision and Values. If a topic doesn't map directly to one of our values, business priorities or goals, it probably doesn't belong in the publication. This strategy has served us well over the years, and based on the feedback you've given us, you're happy with the content of the newsletter.

What you've also told us through e-mails and surveys is that you're not happy with the format. It's the same message being received by newspapers and magazines the world over: You'd rather be reading this content online.

And going back to our Vision and Values pyramid, particularly with respect to our commitment to environmental leadership: Online publishing is more environmentally friendly. It's also timelier and more cost-effective. The one thing online can't do is reach our many field employees who don't have regular computer access at work. And that's where we'll be asking for the help of supervisors and office personnel who support our field employees as we suspend publication of our print version with this issue of *PG&E At Work*.

You'll see more online content in the weeks to come, and we'll provide tools to field supervisors to help package highlights from the intranet publication in a printable format so that all employees can enjoy coverage of employee accomplishments and company news.

Thank you for your continued readership—we'll see you online!

Editorial Staff
PG&E At Work
PG&E@Work Today

New customer evacuation procedures save lives

by Rory Macleod

families, sleeping soundly. For Customer Service Representative (CSR) Monique Robertson, the day is just getting started. Since July 2008, Robertson has worked the graveyard shift at our Sacramento Contact Center, answering our customer helpline. So far, the calls tonight have been mostly ordinary, but that can change at any moment.



PHOTOS: LEWIS STEWART

Emphasis on safety

On an average night, Robertson receives about 50 calls, with most customers calling to discuss their bill, report an outage or schedule a start/stop or transfer of service. At least once a shift, however, she'll get a call from a customer about a gas-like odor. Often, the source of the odor turns out to be a skunk or something equally harmless and unrelated to our service. But since there's no way of knowing for certain whether a gas leak has occurred until a PG&E gas service representative (GSR) arrives on the scene to investigate, CSRs must take every precaution to ensure public safety.

In an effort to help improve the way CSRs like Robertson communicate to customers, earlier this year a Continuous Improvement Team led by Vice President of Maintenance and Construction Bill Hayes identified opportunities to enhance our customer evacuation protocol. Specifically, the team looked at the script CSRs use when customers call to report a gas odor. While evacuation has always been one of the options for CSRs to present to customers, the team determined that we could do more to advise customers when evacuation is recommended.

"We restructured Contact Center call guides to put more emphasis on the conversation with the customer and to more effectively define what qualifies as an immediate response and what requires an evacuation," said Bob Storm, Field Services director.

Fresno Contact Center Manager Gary Gaither, who represents the Customer Care organization on the Continuous Improvement Team, added "We established that if a potential hazard exists (e.g., open flame or sparks, blowing or hissing, strong odor) or if the customer is exhibiting high anxiety, we would advise the customer to evacuate."

To help CSRs determine if one of these conditions exist, the team developed a series of questions to ask customers every time there's a report of a potential hazard and conducted classroom training on the new procedures. Field service specialists, Credit and Records employees, as well as local office and other designated employees also received the training. That information is now listed in the General Reference call guide, which all CSRs have real-time access to during a call.

The new procedures rolled out systemwide in April. It wasn't long before they were put to the test.

A call in the night triggers an immediate response

Back at the Sacramento Contact Center, two beeps sound in Robertson's headset, signaling that a call is about to come through. She has only a few seconds to prepare to answer it, because in the next moment, the line will be automatically connected.

This is Monique, please state your emergency.

On the other end of the line, a customer reports a strong and suspicious odor coming from the bedroom wall of her Brentwood home. Unsure if the odor was due to natural gas, she dialed our 1-800-PGE-5000 helpline to report the problem. Immediately, Robertson looks up the new Gas Leak/Gas Odor Severity Discussion section in the General Reference guide on her computer and begins asking the customer a series of pre-scripted questions, each of which was crafted by the Continuous Improvement Team to assess a potential hazard's severity.

Do you hear any hissing or blowing in the room?

Are there any gas appliances in the room?

Are there any sparks or flames near the source of the odor?

To each of these questions, the customer responds no. Still, her comment that the odor is strong to the point of creating a burning sensation in her eyes is disconcerting to Robertson, and according to the new evacuation procedures, automatically qualifies for an immediate response.

With critical seconds to spare, Robertson carefully instructs the customer on some important safety information (avoid using electricity; leave the phone off the hook to avoid igniting a spark; open windows and doors; don't light matches or lighters) and advises her to evacuate with her family outside the home until a PG&E representative arrives. Robertson then releases the call and issues an immediate response order to our dispatch facility in Concord, where it is routed to the nearest on-call GSR in the area.

What happened next would catch everyone by surprise.

'It happened that quickly'

In 23 years as a GSR, Dave Andrews has seen his share of fires. "The difference is," Andrews said, "I know it's a fire when I get there, and the fire usually has long been out."

Andrews is asleep in his Antioch home when the immediate response order comes over his cell phone, stirring him awake. Like many GSRs, Andrews volunteers to be on call during non-business hours in the event a customer emergency occurs.

As a rule, GSRs are expected to arrive on the scene within an hour of an immediate response call. Tonight, the Brentwood address is a good 20 minutes away. "I was surprised how quickly I was able to move at that time of the morning," said Andrews.

Forty-six minutes after the customer's call to PG&E, Andrews arrives on the scene to find the house engulfed in flames. With the fire department already engaged in fighting the fire, all Andrews can do is stand by until the all-clear signal is given.

"In that scenario, our procedure is to contact the fire chief and ask if gas was involved. The chief told me right away that he didn't think it was gas-related. The fire had started in the back bedroom, where no gas lines are located." (It would later be determined that the fire was caused by electrical wiring in the home and was unrelated to PG&E's service.)

Two hours later, the fire is finally subdued, and Andrews is able to shut off gas service to the home and perform a safety check. Fortunately, the house is still standing. As Andrews begins packing up his truck, he overhears a conversation between the customer and a police officer.

"I could hear the customer telling the police that PG&E had advised the family to evacuate the house. As they were walking out the front door, the man turned around and could see an orange glow. It happened that quickly. It was a good call to evacuate, all the way around."

Textbook success

Thanks to the new procedures, Robertson was able to correctly assess the situation and advise immediate evacuation, potentially saving the lives of the customer's entire family. For Gaither and the other Continuous Improvement Team members, it was a textbook success and a validation of their methods and hard work.

"You can't put a price on safety," said Gaither. "It only takes one of these types of incidents, and they can be very dramatic."

A week later, Robertson was working an overtime shift when an e-mail popped up from a Contact Center manager congratulating her for her role in helping to ensure the customer's family's safety. Other congratulatory messages quickly followed.

"It was a complete surprise," said Robertson, humbled by all the attention. "It made me feel like a hero."

"We restructured Contact Center call guides to put more emphasis on the conversation with the customer and to more effectively define what qualifies as an immediate response and what requires an evacuation."

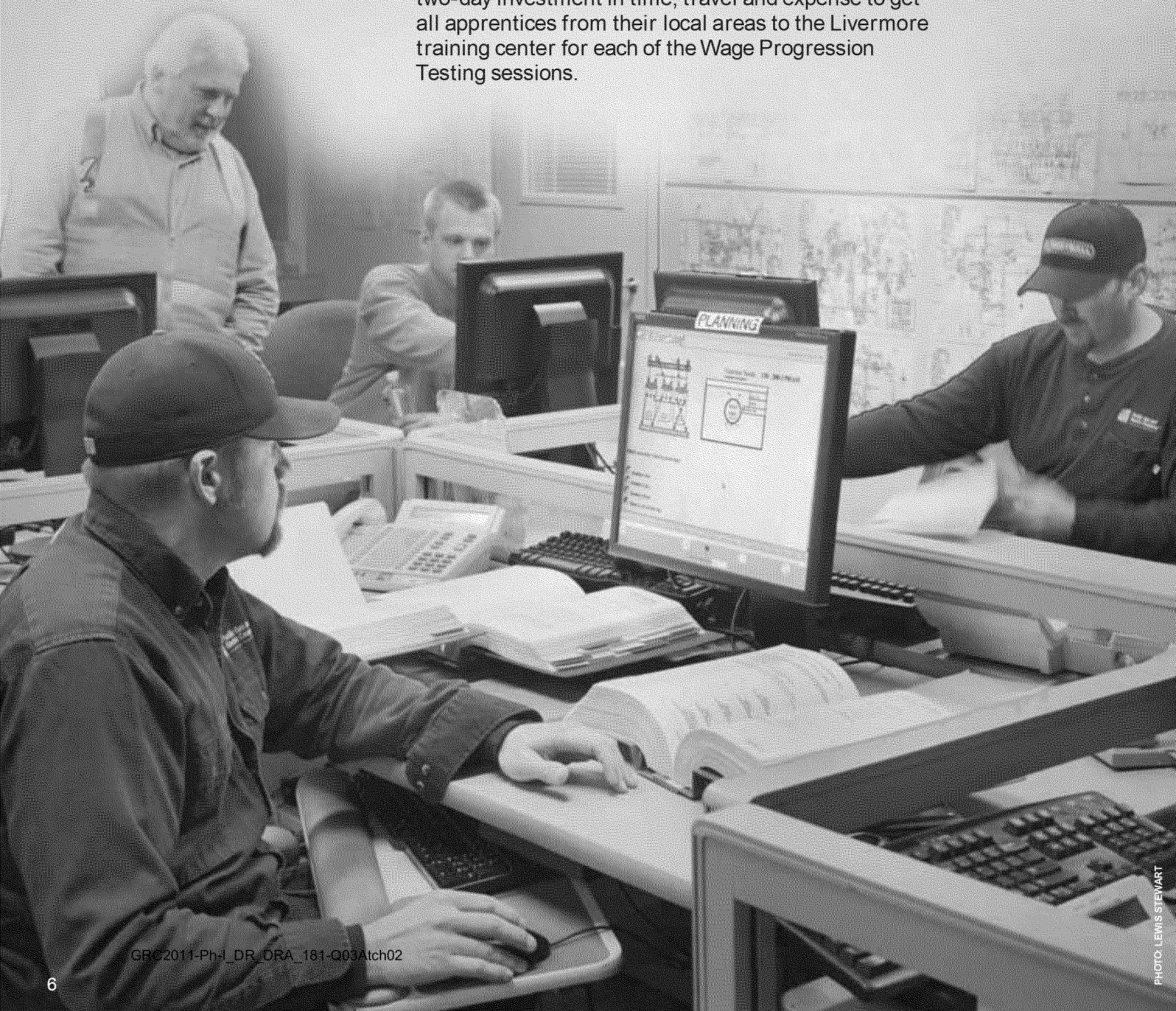


previous page: Monique Robertson shares her experience guiding a customer and her family out of their house just as it caught fire due to faulty electrical wiring in the home.

Online assessments save time and money

by Mike Barnett

As they go through our intensive 3 1/2-year training program, PG&E's lineman apprentices are tested every six months and receive a wage increase each time they complete the next step. In the past, this has meant a two-day investment in time, travel and expense to get all apprentices from their local areas to the Livermore training center for each of the Wage Progression Testing sessions.



Now, with an online solution called Questionmark Testing and Assessment software, employees go to a regional testing center, take the exam, get immediate results and head back to work. It's a more efficient use of employees' time and a cost savings for the company.

"Instead of 40 apprentice linemen driving to Livermore from Bakersfield, for example, we now have one apprentice coordinator travel to the Bakersfield regional testing center to facilitate the test," said Shaun Rohmiller, team lead in PG&E Academy Learning Delivery. "The apprentices appreciate not having to travel, and the company benefits from the significant cost savings associated with meals, lodging and non-productive time. And of course, we minimize the safety risk with fewer employees on the highway for long periods of time."

Rohmiller and manager Dan Amour were familiar with Questionmark during their years in the U.S. Air Force and thought it would be a viable process improvement for the training center.

In February, the program was installed and the questions were put online—enough for six open-book and six closed-book tests. All 13 remote sites, including Livermore, Ukiah, Santa Rosa, San Francisco, Santa Cruz, Salinas, San Luis Obispo, Bakersfield, Fresno, Sacramento, Chico, Merced and Stockton, were successfully tested by June.

More convenience, more resources

"I like the online test better, and it's easy to sign up and take the test at the local headquarters," said Cory Ashby, an apprentice lineman from Salinas General Construction Line.

"It's a brilliant idea," said Brian Smith, an apprentice lineman from Oroville, who now tests in Chico rather than Livermore. "In addition to the convenience, another advantage is that with everything online, you can get into the Technical Information Library and retrieve the latest information for the open-book portion of the test." In the past, apprentices would have to skim through "a pile of books two feet high" to locate information, according to Rohmiller.

That's

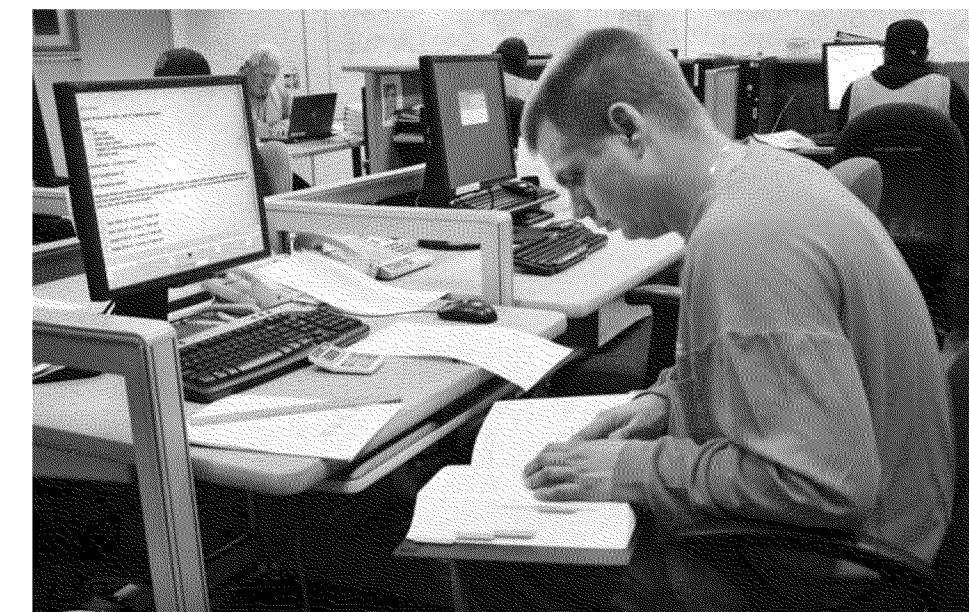
Another benefit for apprentices is the immediate feedback the program provides. Before bringing the tests online, each test was meticulously hand-graded by six apprentice test coordinators in Livermore, who then manually input the information into a program for tracking and storage. Now, when an employee completes the test and hits, "Submit," within minutes, they have a grade and a coaching report that helps them identify areas where they need further work.

"I'm not a techie guy at all," said Rohmiller, "but I love this program."

So far, the program has been used for electric employees—apprentices, journeymen, foremen, troublemen, supervisors and others from the various line departments—but the gas side of the house is also switching to the online versions this winter.

"Bottom line, this new technology is a win for everybody—for employees taking tests, instructors and management alike," said Jon Faulk, director of Curriculum Development and Technology. "It allows PG&E Academy to administer tests more conveniently for employees and also do a better job at tracking and reporting results. It's a smart and simple solution that contributes to our strategy of operational excellence."

opposite page: From left to right: Apprentice Coordinator Jim McCain (background) watches over Apprentice Lineman Eric Arnold (foreground), Apprentice Lineman Michael Lockhart and Apprentice Lineman Jason Pederson as they complete online testing. These GC Apprentices are stationed at Martin Sub in Daly City. McCain works out of PG&E Academy in Livermore. below: Lockhart works on an open-book test.



Building momentum for diversity and inclusion

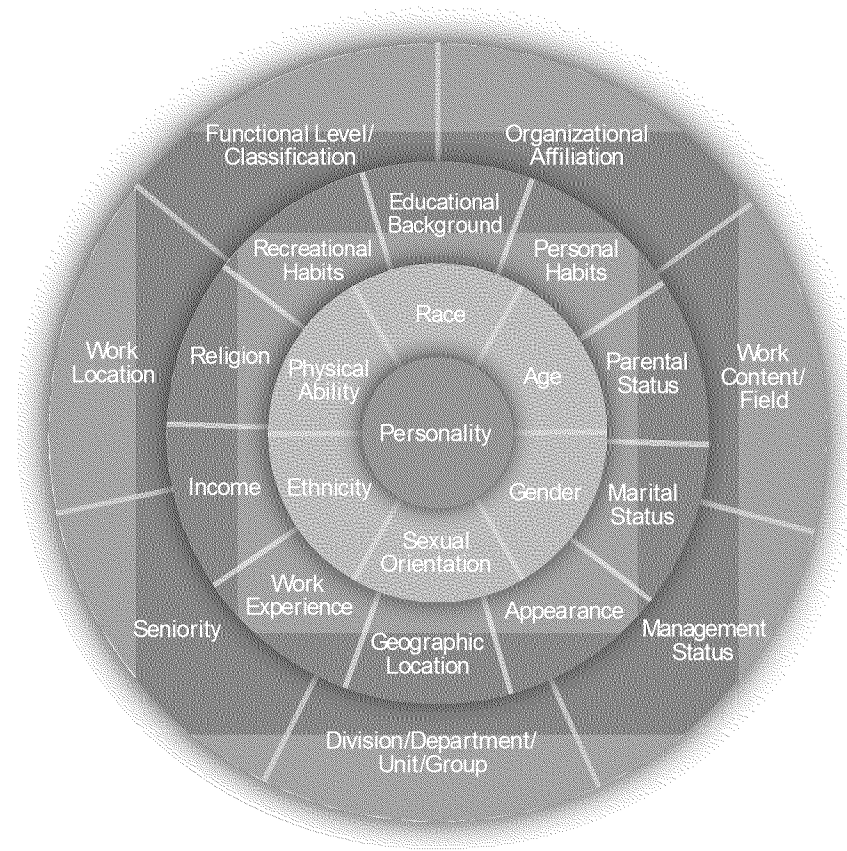
by Karla Johnson

“I learned more about diversity and inclusion from this one-day workshop than I have from any other experience in my life.”

At PG&E, we characterize diversity as all the ways in which we are different. It is present in our job functions, work styles, life experiences and ideas. It’s a simple concept, and yet it’s one that’s not easily absorbed.

Some people may think diversity is just another term for multiculturalism, a movement in the late 1960s born out of a response to racism and sexism, and defined by traditional demographic differences, such as ethnicity and gender. Others think we’re compelled to give a nod to diversity out of legal necessity.

But true diversity and inclusion goes far beyond these notions. It extends to other characteristics, including age, educational background, organizational roles and responsibilities, tenure with the company, and professional training and expertise. As Peter Darbee wrote in a recent message, diversity and inclusion is “one of the keys to increased innovation, complex problem solving and the ability of teams to flex and adapt to change.” And in this critical time as we plan for our energy future and prepare for change, we need to leverage the strengths of all 20,000 diverse employees.



A visual aid to understanding diversity

The diversity wheel (at left) is a tool used to frame the many dimensions of diversity to help clarify the basic concept.

Participants in PG&E’s Diversity and Inclusion workshops say the diversity wheel is one of the most meaningful tools discussed. Over the last two years, all officers, directors and managers have completed the training; this year, the company’s supervisors are participating in the workshops.

The objectives of the workshop are to:

- Establish a shared understanding and common language regarding diversity and inclusion
- Explore practical tools for leading and managing workplace situations in an inclusive manner
- Recognize how our approach to work impacts a diverse customer base

Participants are asked to identify a category on each layer of the wheel that is most relevant to them at the time of the workshop. Most tend to identify different combinations of categories or sometimes choose the same category, but for different reasons—which demonstrates how we see the world differently.

While we may have strong feelings and thoughts around the different dimensions, by respecting and celebrating those differences, we allow for new ideas, approaches to problem solving and innovation. As Darbee said, diversity is “seeding our organization with the mix of different skills, perspectives and attitudes that stir constructive debate and produce fresh insights.”

Feedback from the Diversity and Inclusion workshop has been overwhelmingly positive. One participant wrote, “I learned more about diversity and inclusion from this one-day workshop than I have from any other experience in my life.”

Another group member shared, “Each of us needs to have courage and speak up, even if it’s an unpopular or uncommon opinion. That is how we are going to be able to improve safety, when we see something wrong that needs changing.”

According to Pam Miller-Lewis, manager, Customer Fund Management and President of the Black Employees Association, “Going into the training early last year, I thought that I knew everything there was to know about diversity—that I ‘got it’. At the end of the day, however, I had a much broader view of what diversity was and wasn’t.” Miller-Lewis was so moved by the training, in fact, that she volunteered to help deliver the workshop.

All 20,000 PG&E employees have a role to play in advancing our goals regarding diversity and inclusion—so it’s important that we all have a ready understanding of the concept. Supervisors are able to share what they’ve learned in the Diversity and Inclusion workshops with their teams, and there are a number of additional resources available for anyone interested in learning more. These include two online training modules, *Dialogue on Diversity CORE-0501* and *Generations at Work CORE-0502*, both accessible through My Learning. A Diversity and Inclusion intranet site is in development and will include information and tools to help employees better understand our commitment and programs in diversity and inclusion.

One of the most direct ways PG&E supports our communities and values is through supplier diversity. The mission of supplier diversity, launched in 1980, is to provide procurement opportunities for diverse suppliers. (A diverse supplier is defined as 51 percent owned by a woman, minority or service-disabled veteran who manages and controls the firm’s day-to-day business operations.) This mission supports PG&E’s commitment to being a leader in diversity and a model corporate citizen in the communities we serve.

Teamwork builds Supplier Diversity

In 2008, PG&E achieved its highest level of diversity spending, almost \$755 million or 23.9 percent of products and services procurement spend. This is the third consecutive year it surpassed the cumulative percentage established by the California Public Utilities Commission (CPUC) for procurement from diverse suppliers.

“I am pleased with our progress,” said Des Bell, senior vice president, Shared Services and Chief Procurement Officer. “A focus on supplier diversity truly aligns with the company’s goals and priorities. It contributes to the economic vitality of our communities and the customers we serve and creates job and business opportunities.”

In 2009, our stretch goal is to reach a 25 percent spend with diverse suppliers. To achieve this goal, we’re focused on working closely with our network of Supplier Diversity Champions to implement supplier action plans in their functional areas. In addition, we’re focusing on supplier development to help diverse contractors become CPUC certified, grow their businesses and become better equipped to work with companies like PG&E.

“We are focused on building the foundation to meet a 30 percent goal,” remarked Bell. “Our recent successes demonstrate what can be achieved when we focus on developing our diverse firms.”

One of these new opportunities is a partnership with PS Energy Group, Inc., ranked as a top 35 Hispanic business on the Hispanic Business 500 since 2008. PS Energy Group was selected to help cut fuel costs and greenhouse gas emissions by means of hedging and increased utilization of bio fuels. PS Energy Group is evaluating our fuel usage to deliver bulk fuels, including biodiesel, at competitive prices. Other services include retail fuel cards for our fleet users, emergency fueling during natural disasters, inventory management and technology solutions that provide real-time data about fleets or facilities to streamline operations and reduce costs.

“This partnership with PS Energy is a great example of how our Supplier Diversity team works with others in the organization to secure opportunities for diverse suppliers,” concluded Bell. “In this case, Transportation Services and Sourcing worked with the Supplier Diversity team to finalize a contract that supports our supplier diversity and environmental goals.”



They are considered role models for inclusion in both their words and actions.

Celebrating diversity by honoring excellence

by Karla Johnson

Each year, PG&E recognizes outstanding achievements in the area of diversity with the President's Diversity Champion Award. The award honors PG&E employees with a real passion for, knowledge of and commitment to diversity and inclusion, whose actions have had an impact on our company, our customers, our shareholders and the communities we serve. They are considered role models for inclusion in both their words and actions.

The 2009 Diversity Champion Award was presented by President Chris Johns during the 15th Annual Diversity Celebration at the General Office. This year, two employees were recognized for their achievements: Customer Relations Consultant Detrina Faleto and Supply Chain Program Manager Lisa Lam.

Faleto earned the award for her role as president of the Hispanic Employees Association (HEA) and for many other contributions. She has participated in Habitat for Humanity and the Junior Achievement Program, and recently helped to construct a children's playground at Bret Harte Elementary School in San Francisco, a volunteer project attended by First Lady Michelle Obama and California First Lady Maria Shriver. She also mobilized a large group of employees for the "HEA No on Prop H Rally and Precinct Walk," with special outreach to our Spanish-speaking customers.

The following was excerpted from Faleto's nomination form: "Detrina exemplifies the standards of diversity and inclusion in every part of her remarkable life and is the best example

of a Diversity Champion that I have ever met. I am proud to work on the same team as Detrina, and feel that she enriches and cultivates the diversity present both in our company and our community."

Lam was recognized for her role as the Asian Employee Association's executive vice president and vice president, Community Relations. She is also the co-founder of the Nu NRG Employee Network, which helps onboard and integrate new employees into PG&E's culture. She served as senior co-chair of the 2010 Campaign for the Community, and volunteered at Earth Day 2009 as well as other events sponsored by the Advertising department for the Asian communities.

One of her nominators shared the following: "Lisa does her best to make others feel included and finds ways to bring people together. I really enjoy working with her because she takes initiative, she has an open mind and brings the creativity, enthusiasm and her diverse supportive perspective. She always gives 100%."

Both Diversity Champions received \$1,000 to donate to a charity of her choice. They also received \$500 each for their leadership.

Honorable mention awards were given to Jeannette Ho, IT Service Desk Communications Specialist; Andy Abranches, Chief of Staff and Director for Finance Performance Systems; Nancy Cabrellis, Senior Customer Service Analyst and Grace Livingston-Nunley, Senior Regulatory Analyst. They each received \$250 for a charity of his or her choice.

above: Lisa Lam (left) and Detrina Faleto shared Diversity Champion honors at this year's event.

Realigning our employee resources

Employee Associations become Employee Resource Groups

by Karla Johnson

In 1971, PG&E employees of Filipino heritage formed the Filipino Employee Association to celebrate their cultural traditions and establish a social and professional network. In the 38 years since, employees have come together to launch other groups: the Black Employee Association, Asian Employee Association, Hispanic Employee Association, PrideNetwork and the Women's Network Employee Association. Each has played a vital role in promoting a culture of diversity and inclusion at PG&E. And many of these organizations are sharing their best practices or helping other companies—including Genentech, Gap Inc. and Salesforce.com—to build their own employee groups. The value this brings to PG&E extends beyond our company and into our communities, and in recognition of this evolution, going forward, the employee associations will be known as Employee Resource Groups.

"This shift acknowledges the strategic input, employee development and community support these groups are already providing and the value they bring to the company," said Bill Harper, vice president and Chief Diversity Officer. "As PG&E continues to emphasize the importance of diversity and inclusion, it is an appropriate time for our employee groups to adopt a name that better reflects their strategic alignment with the company priorities and values."

A history of progress

In the early 1980s, the employee associations at companies throughout the country were primarily used to help create support among employees from the same demographic groups. They also helped assist with compliance and Affirmative Action initiatives and goals.

Throughout the 1990s and 2000s, the groups progressed to become more focused on employee development opportunities and collaborated on events and seminars promoting diversity. They also helped to provide avenues of engagement, create better corporate visibility and promote understanding between groups.

Today, these groups at other companies are most commonly referred to as Employee Resource Groups (ERGs). ERGs are more focused on business strategy, leadership and professional development, continued support with recruiting and retention and becoming more aligned with the strategies and values of the corporations they support.

ERGs are focusing more on areas such as talent optimization and a high performance workplace culture. Externally, they also work to help their companies better understand community perspectives and build social capital by working on improving community and social responsibility.

A sixth affinity group, Nu NRG (pronounced "New Energy"), was established in 2008 to provide resources and assist with onboarding new employees and acclimating them to PG&E's culture.

"In order to realize our vision of being the leading utility, we need a robust diversity and inclusion strategy that helps attract diverse candidates, enhances customer and community satisfaction and improves employee relationships, productivity and innovation," added Harper. "Our ERGs have played and will continue to play a fundamental role in the execution of that strategy."

While not an Employee Resource Group, the Pacific Service Employees Association is a nonprofit mutual benefit organization that was established in 1917 to serve the employees and retirees of PG&E, its subsidiaries and their immediate family members. Its goal is to provide benefits, discounts, events and recreational activities to enhance the lifestyles of members and their families.

Among the many ways PG&E's Employee Resource Groups support the communities we serve is by providing scholarships to deserving high school and college students. Interested students do not need to be members of an ERG demographic group to apply for and receive a scholarship.

ERG scholarship moneys are derived from a combination of employee donations and company matches through the Campaign for the Community (up to \$10,000 per group) as well as fundraising activities held by the individual ERGs to benefit the students.

In 2009, awards were given as follows:

Asian Employees Association:	\$30,000–15 students
Black Employees Association:	\$90,000–48 students
Filipino Employees Association:	\$26,500–20 students
Hispanic Employees Association:	\$52,500–50 students
PrideNetwork:	\$25,000–5 students
Women's Network Employees Association:	\$14,000–7 students
Pacific Service Employees Association:	\$24,000–2 students

Honoring our employees for exceptional volunteerism

2009 Mielke Awards winners

Five employees were recently honored for their outstanding community service and volunteer spirit at the 23rd annual Frederick W. Mielke Jr. Awards. This year's honorees were Dave Kelly, Robert Kinports, Chester Allen Livingston, Garrett Maddex and Ken Trinh, who each received a commemorative trophy and a check for \$5,000 for their respective nonprofits. The Human Resources organization was also recognized for exceptional participation and dedication to community events.

Cheered on by friends, co-workers and members of the youth baseball team he coaches, Livingston was elected to represent PG&E at the Jefferson Awards, a national ceremony honoring community service, in Washington, D.C. next June. This year, in a new, high-tech twist, employees had the option of voting via online survey or text messaging.

President Chris Johns recognized the winners not only for their achievements, but for finding the time to give back in the first place. "As we all know, volunteering is not that simple," he said. "It never is when you're dealing with that most precious commodity: time. Our Mielke recipients have taken the same 24 hours we're all allotted each day—divided between work, family, hobbies and other personal choices—and found a way to make room for a selfless purpose: Helping others."

"Our Mielke recipients have taken the same 24 hours we're all allotted each day—divided between work, family, hobbies and other personal choices—and found a way to make room for a selfless purpose: Helping others."



PHOTO: LEWIS STEWART

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back frequently.

The Richard A. Clarke Environmental Leadership Award was named for PG&E's chairman and CEO from 1986 to 1995, who led the company's efforts to build its reputation as an environmental steward. Over time, we've incorporated the importance of environmental leadership into our core values as a company.

Now in its eighth year, the Clarke Awards continue to honor employees' innovation and commitment to the environment. For 2009, more than 500 employees in 75 different departments across the company were nominated for the award.

At the recent awards ceremony, PG&E Corporation Chairman, CEO and President Peter Darbee spoke about the company's longstanding environmental commitment and the role innovative individuals and teams play in advancing our environmental stewardship and sustainability efforts.

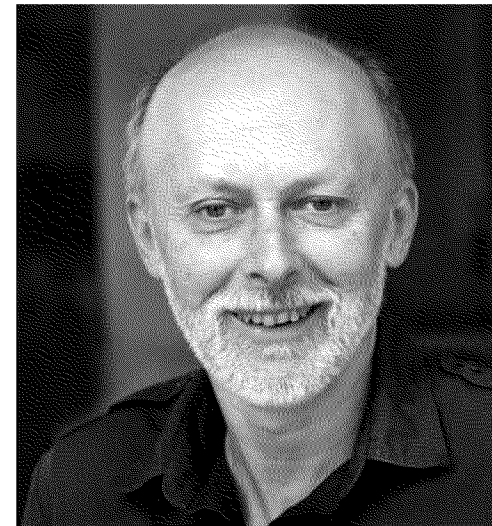
"One of the most important signs that you're operating with a sustainability mindset is seeing people in all areas of the company take personal accountability for finding new opportunities to improve the way we operate," Darbee said. "This accountability and passion for the environment sparks creativity and innovation, and builds the kind of culture that is enabling us to attract and retain the best talent. Today's inspiring nominees all demonstrate this kind of thinking."

Innovative and inspiring employees receive Clarke Awards



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PHOTO: LEWIS STEWART



Leonard Robinson, federal liaison for the California Department of Toxic Substances Control delivered the event's keynote speech, concluding with a nautical metaphor for the audience. "As we sail in this green economy, we need to think of the three ships: leadership, partnership and stewardship. But, no matter what the ship, we're all in the same boat together."

This year's team award went to the group of employees who worked on PG&E's multi-year \$1.5 million grant to the California Academy of Sciences—the largest grant ever made by the company to a single San Francisco institution (see cover photo). As part of our ongoing corporate sponsorship, the California Academy of Sciences Partnership team collaborated with the Academy to support the grand opening of its world-class facility through environmental and sustainability education, with the goal of inspiring Californians to take steps to fight climate change.

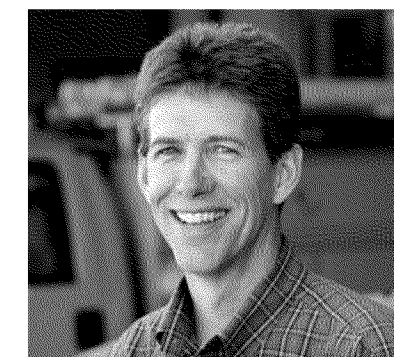
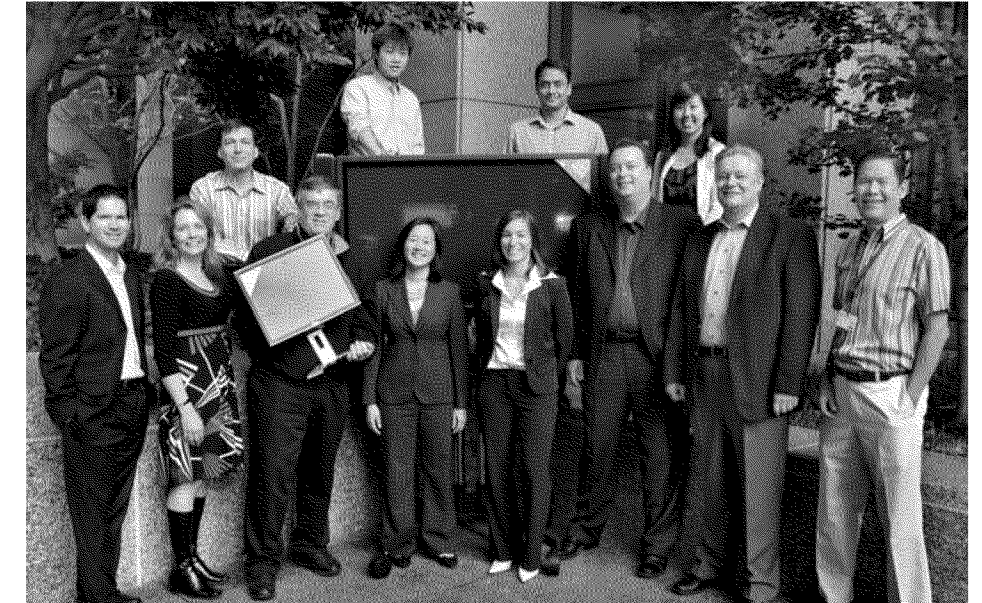
This multi-disciplinary team of PG&E employees is recognized for working together to provide energy-related content for the Academy's climate change and "Science in Action" exhibits and for continuing to incorporate high-value expertise into ongoing programming. The rewarding partnership reinforces PG&E's goal to be an environmental leader and our long-term commitment to help customers reduce their carbon footprint.

The individual award was given to Jan Grygier for his motivational force in expanding PG&E's composting and recycling programs.

Outside the scope of his professional responsibilities, Grygier's individual efforts, driven by his strong personal commitment to environmental stewardship, have enabled PG&E to be well ahead of the curve for meeting San Francisco's waste reduction goals. Grygier has been an inspiring leader in teaching employees to dispose of their compostable and recyclable trash correctly. Working with the Corporate Real Estate (CRE) department, he shares his best practices and motivates others to take action through innovative approaches like his "hilarious recycling demonstrations," waste minimization contest, and internal training of CRE's Green Reps.

Runners-up included a team working with electronics retailers, original equipment manufacturers, and nonprofit and governmental organizations to strengthen the use of energy-efficient electronics and specifications, and a team dedicated to procuring sustainable products and services from suppliers who share PG&E's vision and values in promoting "green" alternatives. The individual runner-up was JD van Wyhe, who was recognized for originating and managing PG&E's Hydrogen Fuel Cell Program.

Winners received a plaque made from recycled glass and Forest Stewardship Council-certified wood and a \$10,000 contribution to an environmental or environmental justice nonprofit organization of their choice.



Advance planning helps keep employees and the business healthy

by Jennifer Tuck

Influenza, or the flu, has been around for centuries. It's a seasonal winter respiratory virus that's generally easily managed. But this year we're coping with a new type of flu: an H1N1 virus also known as swine flu. Right now most of the flu cases being reported in California are H1N1.

"Having safe and healthy employees is always important at PG&E, especially as we enter winter storm season when we expect weather-related customer outages," said Business Continuity Management and Emergency Planning Director Lessly Field. "The company has done a great job developing robust business continuity and infectious disease plans to see us through this flu season."

PG&E preparedness

"PG&E is far and away the most prepared company I've worked with on pandemic planning," said PG&E's medical advisor Dr. Mary McDaniel.

Since 2006, a cross-functional planning group, comprised of team members from Safety Health and Claims, Human Resources, Corporate Security and Corporate Real Estate, has had plans in place for infectious disease outbreaks such as H1N1.

The group has developed smart and simple strategies to minimize the spread of H1N1 at work. For example, if a team develops more than one case of H1N1, they'll be asked to implement safety measures, such as canceling in-person meetings of five or more persons (conference calls are a substitute) and maintaining a six-foot distance from one another—precautions known as social distancing.

The company has plans in place to cope with even a worst-case scenario of 40 percent of our workforce out sick, a potential consequence of this highly contagious flu, but one the team believes is unlikely.

Simple steps keep you healthy

Flu viruses spread from person to person mainly through uncovered coughs and sneezes or after touching something with flu virus on it and then touching the mouth, nose or eyes.

Employees are encouraged to be proactive in cleaning their workspace by wiping down their telephone, keyboard and mouse regularly, and particularly at the beginning and end of shifts in shared workspaces, such as contact centers. Antibacterial wipes are a coded item that local management can order through Corporate Security.

What to do if you have the flu

The good news is that this new flu is very mild; most people who become ill with H1N1 recover without requiring medical treatment. Typically with the flu, people experience fever, cough, sore throat, body aches, headache, chills and fatigue. Some people with H1N1 are also reporting diarrhea and vomiting.

"Most people who think they have the flu should call their health provider rather than going into the doctor's office or emergency room," said Dr. McDaniel. "Healthy people can stay at home and ride it out. It may not be pleasant, but the best place to be is home; this will help prevent spreading the virus to the workplace and hospitals."

Dr. McDaniel says that people who experience more extreme symptoms, such as difficulty breathing or shortness of breath, pain or pressure in the chest or abdomen, sudden dizziness, confusion, severe or persistent vomiting, should not delay in going in for medical intervention.

What makes H1N1 unique

Young, healthy people are particularly susceptible to H1N1. Consider that the seasonal flu typically affects seniors and infants, while H1N1 is traveling rapidly through young children up through the 20s demographic—a group that doesn't typically get the seasonal flu in large numbers.

Also, the traditional flu season is October through March in the U.S. But H1N1 cases continued to be diagnosed even during the summer, and have steadily increased since students of all ages have gone back to school.

The World Health Organization determined that H1N1 was a pandemic in June 2009, after confirming 30,000 cases worldwide. At present, H1N1 is widespread in 43 states in the U.S., including California.

Don't be a hero: stay home if you're sick

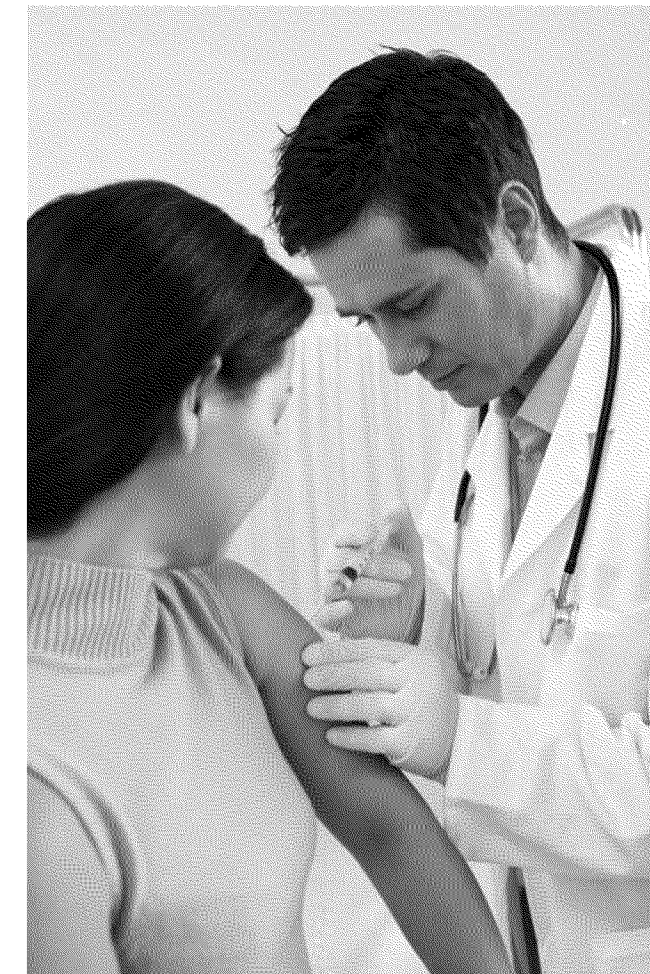
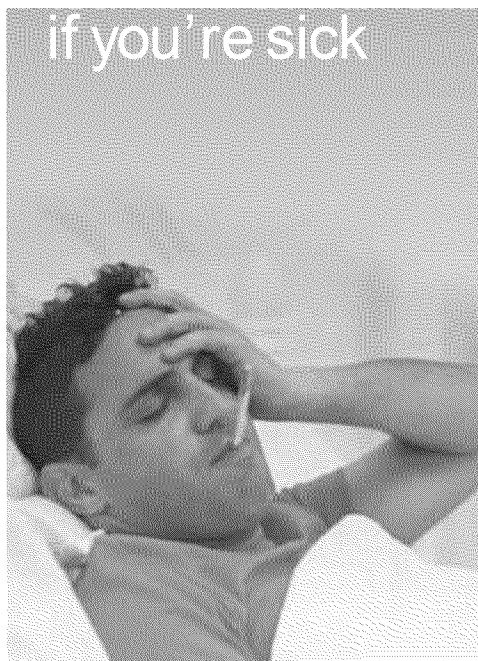
"One of the messages we really want employees to internalize is that they need to stay home when they're sick," said Al Torres, vice president of Customer Operations. "That's why we've empowered supervisors to send people home when they are sick."

PG&E provides annual sick leave with the expectation that employees will need to use it at some point. And a majority of people have a bank of sick leave saved up. One issue that goes to the heart of company culture is that PG&Eers have a very strong work ethic and some find it a challenge to leave their work to be picked up by another team member or to work from home even when necessary. Telecommuting agreements can be arranged on an individual basis with managers or supervisors, particularly when illness arises.

Focus on protecting high-risk employees

Because most people with H1N1 are recovering with relative ease, health officials are focused on high-risk individuals. High-risk includes pregnant women or people with an underlying medical condition such as asthma, diabetes and other metabolic diseases, heart or lung disease, kidney disease, weakened immune systems, neurologic or neuromuscular diseases. They should see their doctor for antivirals or other medical direction as soon as they believe they are experiencing flu symptoms.

"Our focus is on keeping high-risk employees safe," said Safety, Health and Claims Director Mark Hughes. "We're seeing some cases at PG&E, but we're able to contain them by following simple safety measures."





Our grid control goes green

New facility a leader in environmental design

by David Klein

above: The main control room holds state-of-the-art tools and equipment for system dispatchers and system operators. opposite page: President Chris Johns took a tour of the facility in late September. Real-time control of the Transmission Operations Center was transferred from San Francisco to the new Center on September 1.

GRC2014-Ph1-DR-DRA-181-Q03Atch02

Center on September 1.

At first glance, you might not notice the Grid Control Center (GCC) nestled between empty dirt lots and neat rows of Vacaville homes. The facility blends in to the neighborhood without even a sign to indicate its presence. Yet, twenty-four hours a day, seven days a week, whether sun-drenched or blanketed by the evening sky, PG&Eers work within its walls to control the bulk electric transmission system not only for Vacaville, but eventually for our entire 70,000-square-mile service territory.

The GCC is host to new tools and equipment for system dispatchers and system operators, including an upgraded transmission management system, dedicated switch writing, a 1,000-square-foot on-site training room and ergonomic work stations. It houses new technology for both the Energy Management System and Remedial Action Scheme, and monitors more than 18,000 miles of high voltage conductor—enough to travel three-quarters of the way around the globe.

And it's a global view the designers of the GCC had in mind while creating the facility.

Environmental design leads to LEED

The GCC is slated to receive Leadership in Environmental Design (known as LEED)-silver certification, as 95 percent of the installed wood was sustainably forested, 70 percent of the construction waste recycled and 45 percent of the 5-acre site restored to native vegetation. Potable water use is 44 percent below that of a standard facility of comparable size, and by planting native vegetation and recycling rainwater in bio-swales (a landscaping element used to eliminate silt and pollution from runoff water), water usage for the facility's landscaping is 67 percent below one of comparable size. In addition, the building is furnished with low-emitting carpets, paints, adhesives and sealants, which minimize the amount of the volatile organic compounds released into the air.

"The Grid Control Center is a testament to our commitment to environmental excellence," said Vice President of Corporate Environmental and Federal Affairs and Chief Sustainability Officer Steven Kline. "Bringing this project to fruition is a huge endeavor, and its success—operationally, innovatively and environmentally—speaks to the caliber and dedication of the diverse teams of men and women who have worked diligently to ensure its completion."

Working toward cleaner water

PG&E, in partnership with architecture firm Lionakis, worked to maintain the habitat around the 23,000-square-foot facility, transforming the landscape and restoring the area. "This place was originally all dirt," said Lionakis Project Designer Mike Novak. "It wasn't an ecosystem in any sense of the word." With the GCC's completion, 45 percent of the site has been restored with native grasses, all of which require a small amount of water to prosper. Equally impressive is the lack of pavement at the GCC: 75 percent of the site is covered vegetation—known in architectural lingo as open space—paving the way for cleaner water.

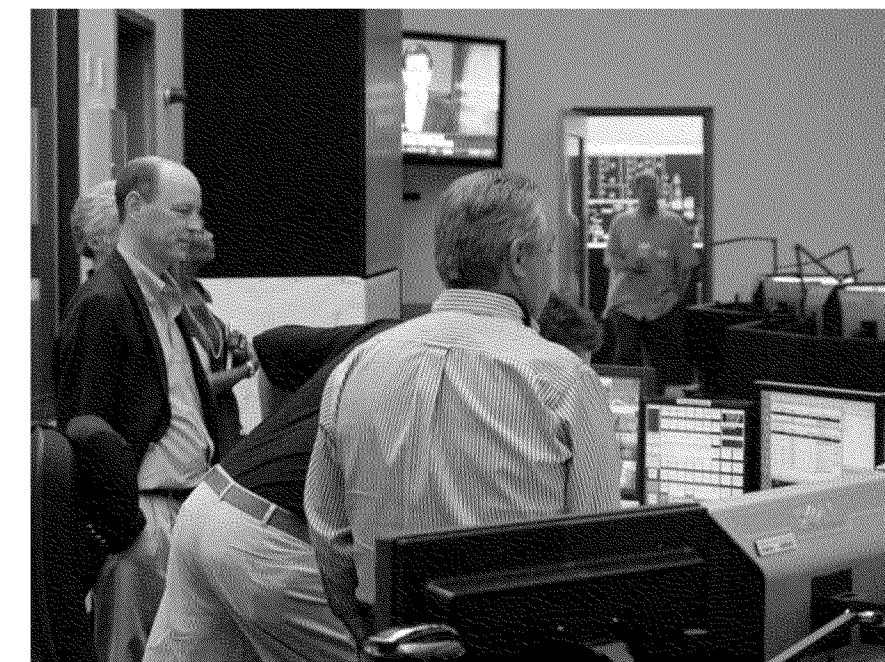
"All storm water, whether it hits ground or grass, goes into a bio-swale which contains vegetation and has soil through which water percolates. That action cleans the water of oils and other contaminants before it exits into the storm system, instead of leaving directly from the parking lot. The local water district has to do less to clean the water, and it is better for the rivers and streams," said Novak.

So, the GCC both uses less water than a comparable facility—and it returns cleaner water to the city of Vacaville. In addition, the GCC employs water-efficient landscaping by drip-irrigating all plants on the property. This reduces the amount of evaporation and uses 50 percent less water than spray irrigation. It is this water-conscious design, combined with low-flow urinals, toilets and sinks, that has garnered the GCC exemplary water-usage points from LEED.

Designing for a solar future

"The LEED concept was designed into the program from the very beginning," said Grid Operations Manager Bruce Henry. "The pitched roof over the control room faces to the south; if we ever want to deploy photovoltaics, we've got a south-facing ridge to do so. It also provides clearstory windows into the control room, accentuating the fact that the control room is the heart of the building. Everything around it is to provide support to the heart. That was the concept of the design."

This type of innovation is at the heart of our environmental stewardship. The thoughtfulness and displayed in the environmentally sensitive design of the GCC provides a model as we build our company's future facilities.



The smart and simple way

by Mary Fox

No doubt about it, employee energy powers our success as a company. And our annual Premier Survey is a great way to gauge just how energized PG&Eers are about working here. Or, at least it should be. The truth was that the survey reports of past years were far from smart and simple. Their length was anywhere from 75 to 200 pages and they failed to indicate the key drivers of employee engagement or to illuminate significant shifts in scores.

Not to mention, the survey itself has averaged 12 pages, with half of those featuring a long list of departments that required the employee to sift through, locate and select their own. Add to that the Pulse Survey—conducted multiple times a year to supplement the Premier Survey—and the net result was that the entire employee survey process needed a smart and simple overhaul.

Clearing clutter and streamlining choices

It all began in mid-2008 with a Lean Six Sigma project driven by Human Resources. First order of business: eliminate the need to list out the departments. This step alone cut the size of the surveys in half. Next, the team reduced the number of Pulse Surveys in 2009 from three to one—a simple decision with a powerful effect. Departments now had time to communicate the findings and, more importantly, to take action. Another critical decision was made about the surveys. Employee anonymity had to be maintained. We needed to enlist an outside vendor to collect the results.

So what about the survey reports? The team streamlined the results reports both to shorten them and to maximize their impact. Each report is now 24 pages. And instead of focusing on highest and lowest scores as they have in the past, the reports are now based on a key driver analysis that specifies strengths and opportunities to energize our people. Holistically, these changes make the reports a much more helpful tool for PG&E leaders.

In fact, this smart and simple process has helped on multiple fronts. Employees receive a simplified survey, Human Resources is able to collect more accurate data, and leaders across our lines of business are enabled to understand and communicate the survey results and implications for their teams more easily than ever.

It's all in the timing

The last change? Timing. The 2009 Premier Survey was conducted from November 2–20 rather than in December. Because of this earlier timeframe, all reports will be available in early January 2010 for improved alignment with performance management and 2010 goal setting.

What can we expect from the Premier Survey in the future? Christina Jennings, Employee Research Principal in Human Resources, shares some insights:

"I appreciate the support we have received to be innovative," said Jennings. "We're looking forward to identifying and implementing additional opportunities to improve the Premier Survey for 2010 and 2011."

Need help with SharePoint? Here's how

by Sarah Satterlee

There's always more we can learn to tap into the full capabilities of our technology tools. The ISTS team has been hosting a series of programs to help employees realize the potential of one widely used online application: SharePoint.

SharePoint is currently in use throughout all of PG&E. Some of its heaviest use comes from Energy Procurement, Human Resources, Hydro, ISTS, Energy Delivery, Business Planning and Customer Energy Efficiency.

But what is SharePoint—and how can you and your teams use it more effectively?

SharePoint is a collection of Microsoft products and software elements used to host Web sites that access shared information stored in documents, calendars, announcements, surveys, discussion boards and lists. It allows workgroups to share and collaborate at a single point.

SharePoint has several advantages over network file shares. It allows you to create versions automatically, to add metadata (information about a document as well as the document itself) such as Status, Category, and Date Due, to recover documents that were accidentally deleted from the Recycle Bin, to easily access all your information through a web browser, and to perform searches. Even with all of its benefits, SharePoint is not a replacement for network file shares. It is used for active data, not for archiving, and is simply another tool for employees to use in their daily activities.

Need help with SharePoint or want to learn more?

The ISTS SharePoint Support site contains a wealth of information. Short videos demonstrating all the basic SharePoint tasks are available on the intranet at <http://wss>. Click on How Do I? for SharePoint Users.

In addition, the SharePoint Support team has been hosting a Brown Bag series for PG&E employees since last September. The series is aimed at raising employees' comfort level with this important work tool. Brown Bags will continue into 2010. Look for invitations in upcoming issues of The Bulletin.

For questions, visit the SharePoint site at <http://wss> or contact Sarah Satterlee (s2sd; 223-0668). And fill out our online survey, *What do you want to know about SharePoint?*, to help guide us in providing Brown Bag sessions which will help you the most.