

2005 Year End Employee Assessment Form

Name:		Proposed Overall Rating	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Date:	11/04/2005					
VP Area:	CGT	Dept/Section Ranking #				of
Department/Section:	GSM&TS					

2003 Year End Rating =	2004 Year End Rating =
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Performance Expectations:

Provide a brief summary of employees' performance relative to expectations.

Safety -- Outstanding results. GASPROS in strongest position ever.

Leadership -- Strong support of all Leadership Initiatives.

Supervision -- Successful selection and development of new supervisors.

Area Initiatives -- Solid performance on all initiatives.

Based on the above, how would you rate this employee's performance relative to expectations?

1 2 3 4

Leadership/Employee Success Factors/Behaviors:

Provide a brief summary of highlights and opportunities for improvement based on behavior or success factors (leadership or employee as appropriate).

Safety -- Active Performance toward Sibley Awards for multiple years.

Teamwork -- Complete support of Team goals and initiatives.

Communications -- Solid in group presentations, one-on-one, and written. Skilled listener.

Manage/Inspire top performance -- Results are strong - people problems handled quickly & directly.

Based on the above, how would you rate this employee on leadership/employee success factors?

1 2 3 4

Accomplishments:

List the top 5 accomplishments

1. 2 Avoidable Autos -- GASPROS Action Plan driven

2. Successful and smooth SITE implementation

3. Mentoring of 4 new Gas Maintenance Supervisors

4. Emergency Planning -- PRC readiness evaluation -- prepared for any PRC incident

5. ISTS-CGT Asset transfer and employee transition.

Opportunities:

List the key missed opportunities (must list 3)

1. Succession Plans not as robust as we had intended

2. BU hiring has been much more difficult than anticipated -- we are behind

3. McDonald Island Performance still not strong. WM numbers are lowest in system.

Challenges:

Considering the missed opportunities or developmental areas listed above, what was the biggest challenge this employee faced in this performance period?

BU hiring -- and tardiness in getting this year-end assesment form submitted...

Overall Performance:

Based on performance relative to expectations, accomplishments, and missed opportunities, what influenced the employee's overall performance in this performance period (be specific).

Safety. Gotta be encouraged with a 12-year low in AA's and steady performance in reduced Recordable Injuries.

Status of Developmental Goals/Efforts:

Provide a summary of employee's development goals/efforts to date.

Stepped into the Lead role on more AS issues. Increased Leadership Skills by continuing

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education (2 books, one seminar). Unable to schedule any rotations to other positions -- too many issues here.

2005 Utility Operations Leadership Assessment Scorecard

Leader:

LOB: California Gas Transmission

COMPETENCIES and Questions	Leader						# of Respondents	2005 Mean	2004 Mean	2005 Overall Mean
	Always (%)	Frequently (%)	Sometimes (%)	Seldom (%)	Never (%)	N/A (%)				
VISION										
Provides a clear sense of direction for the organization		100%					3	4.00	3.00	4.22
Inspires and motivates work groups to continuously improve performance	67%		33%				3	4.33	3.00	4.19
Has a strong focus on customer satisfaction		67%	33%				3	3.67	3.00	4.44
ACCOUNTABILITY										
Sets clear and challenging expectations	67%	33%					3	4.67	4.00	4.25
Monitors performance and provides regular feedback		67%	33%				3	3.67	3.00	3.96
Consistently takes corrective action and/or recognizes positive performance	33%	67%					3	4.33	4.00	4.10
DRIVE FOR RESULTS										
Establishes a clear plan to achieve key objectives		67%	33%				3	3.67	3.00	4.12
Initiates action to remove barriers	33%	33%	33%				3	4.00	3.00	4.10
Consistently exceeds goals through individual and team efforts	33%		33%			33%	3	4.00	3.00	4.14
BUILDS STRONG TEAMS										
Shares information and resources to ensure team and organizational success	67%	33%					3	4.67	4.00	4.39
Seeks variety of background, ideas, talents and perspective to enhance team performance	33%	67%					3	4.33	2.00	4.22
Provides effective coaching and development for direct reports	33%	33%	33%				3	4.00	3.00	3.90
INSPIRES TOP PERFORMANCE										
Brings out the best in people and makes each individual feel their work is important	33%	33%				33%	3	4.50	3.00	4.07
Empowers people through effective delegation and shared ownership of organizational goals, objectives and vision		67%				33%	3	4.00	3.00	4.27
USES INTELLECT										
Makes sound business decisions based upon a mixture of analysis, wisdom, experience and judgment		100%					3	4.00	3.00	4.42
Effectively deals with complex concepts and competing priorities		67%				33%	3	4.00	3.00	4.35
Can effectively act without having the total picture		100%					3	4.00	2.00	4.23
MAXIMIZES COMMUNICATION										
Communicates openly and candidly	67%	33%					3	4.67	3.00	4.48
Listens well to others	33%	67%					3	4.33	3.00	4.37
Effectively uses a variety of communication techniques to learn, inform, persuade and inspire	33%	33%				33%	3	4.50	3.00	4.08
REWARDS AND RECOGNITION										
Appropriately rewards and acknowledges accomplishments in a timely manner	67%					33%	3	5.00	3.00	4.06
OVERALL LEADERSHIP										
Overall, this Leader provides outstanding leadership to his/her team	33%	67%					3	4.33	3.00	4.17

Scale: 1=Never, 2=Seldom, 3=Sometimes, 4=Frequently, 5=Always

Performance Expectations
Major Areas of Responsibility

Performance Expectations Northern/Central/Southern Area Superintendents

Basis for Performance Evaluation

Ratings will be based on comparing actual performance against expectations. The expectations will consist of two components: 1) Major Area of Responsibilities (Results), 2) Demonstration of the key Employee and Leadership Success Factors that are critical to the position.

Major Area of Responsibilities (Results)

Safety

- Be an advocate for safety and lead by example.
- Support GASPROS
- Keep vehicle safety in the forefront of employee thinking.
- Ensure that safe practices and procedures are communicated, incorporated, and followed in all activities.

Leadership

- Demonstrate and instill in employees a strong working partnership between the Districts, commitment to safety, and understanding of business unit and department goals and initiatives.
- Actively promote excellence, teamwork and increased business understanding thru concise, consistent communication.
- By example, support PG&E's commitment to Affirmative Action, EOPP, and management of diversity.
- Ensure that we fully comply with all existing and future tariff practices and rules related to our Gas Transmission business.
- Lead, coach and provide direction to the District Superintendents.
- Create an environment in which collaborative approaches are used to resolve issues, and resources and information are shared to accomplish goals.
- / Create a "learning environment" in which overall business understanding increases. Ensure District Supts have developmental plans and receive the necessary training or development to do their jobs effectively.
- Build effective relationships with other members of the Leadership Team.

Section Management and Supervision

- Capture O&M Optimization by implementing and driving Best Practices.
- Demonstrate support for other section's operating plan objectives.
- Support the budget review process and look to capture efficiencies in the section in order to control Expense/Capital spending.
- Provide frequent and ongoing performance reviews for direct reports, at least two formal performance each year. Meet all UO performance dates for the PMP and Merit process.
- Address and resolve employee performance issues in a timely manner.
- Actively promote and utilize the rewards and Recognition program.

Performance Expectations
Major Areas of Responsibility

North/Central/Southern Initiatives:

- **Incident Report Process** – Support the Incident Report process review to identify improvements in quality, accountability and timeliness.
- **Training** – In partnership with _____, conduct a comprehensive review of long term training needs. This will include a look at issues around staff attrition for management and bargaining unit employees.
- **Transformation** – Actively support the Transformation effort and provide timely update communications to work groups.
- **Premier Survey** – Take ownership of the Premier Survey actionable items. Involve DS's as appropriate and insure a clear understanding at the work group level.
- **Succession Planning** – Update the previously developed AS and DS Succession Plans and implement the actions as appropriate.

**2005 UO Leadership Assessment Survey
Verbatim Comments
CALIFORNIA GAS TRANSMISSION**

DIRECTOR/ MANAGER NAME	COMPETENCY	COMMENTS
	Accountability	asks for and expects performance at a level that is challenging but obtainable. He also checks in with his employees without being in the way of their progress.
	Accountability	is very good about giving feedback with each and every issue that transpires. continues to see my viewpoint regarding holding individuals accountable.
	Accountability	Work load does not always allow my supervisor to monitor my performance, but he always recognizes my good performance when given to him from other sources.
	Builds Strong Teams	has demonstrated that he will remove barriers by working with the GASPROS Steering Committee to build a team of employees that are truly committed to safety.
	Builds Strong Teams	Shares information to ensure clear understanding. Open to new ideas and suggestions. Due to his work load, not always available to provide coaching and feedback. Encourages development and to promote new ideas.
	Drive for Results	Develops plans with goals and actions for success. PMP's
	Drive for Results	has demonstrated that he will remove barriers to getting thing completed by both arranging for training for myself and by working with the GASPROS Steering Committee to build a team of employees that are truly committed to safety.
	Drive for Results	Not many examples have been put in place for to exercise these attributes.
	Inspires Top Performance	Always has a positive attitude that brings the best out in people. Let's people know when they are doing a good job. Excellent two way communication. District tailboards.
	Inspires Top Performance	makes all employees feel that they have an important role in CGT. He listens when people ask questions and if he doesn't have an answer he get it and get back to the employee with the answer.
	Inspires Top Performance	Not enough time spent under the direction of to determine.
	Maximizes Communication	Always excepts input and suggestions. Will listen before making a decision or offer a suggestion.
	Maximizes Communication	As mentioned above is a good listener and concerned with providing effective communications. He will ask if a point is understood and reiterate it if needed.

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2005 UO Leadership Assessment Survey
 Verbatim Comments
 CALIFORNIA GAS TRANSMISSION

DIRECTOR/ MANAGER NAME	GREATEST STRENGTH
	Encourages and recognizes good performance. Listens carefully and communicates clearly. Encourages
	, likes to work with employees one on one and enjoys mentoring them to help them move forward. This is often helpful and is appreciated.
	, is a very good communicator to his direct reports.

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2005 UO Leadership Assessment Survey
 Verbatim Comments
 CALIFORNIA GAS TRANSMISSION

DIRECTOR/ MANAGER NAME	CAN BECOME EFFECTIVE LEADER
	An improvement suggestion I may have for is to speak with as many folks as possible before making any decision. Some items that occur within CGT are not always as they appear and further investigation is sometimes required to get to root causes.
	Once Transformation issues die down, he could spend more time in the field, interacting with crews to portray the image of being caring and sympathetic to what the crew is undergoing.
	Schedule standup tailboards with district maintenance crew to communicate a clear vision and to share information.