



**Pacific Gas and
Electric Company.**

Matthew Levy
Principal Negotiator
Labor Relations

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Walnut Creek, CA 94598
925.974.4404

15-11-ESC

May 22, 2015

Joshua Sperry, Senior Union Representative
Engineers and Scientists of California, Local 20
IFPTE (AFL-CIO & CLC)
810 Clay Street
Oakland, CA 94607

Dear Mr. Sperry:

PG&E Gas Operations has restructured work within the Project Controls Analyst (PCA) job function. Journey and Senior PCA's within Gas Transmission will be assigned to one of the following functions: Cost Controls, Earned Value, and Scheduling. This restructure in Gas Operations is not intended to change how work is assigned within Electric Operations or preclude the Company from making additional work assignments. No existing employees will be physically relocated as a result of this initial staffing process.

The restructured work functions have also created the need for expert level positions to support work in Earned Value (EV) and Scheduling, as detailed in the attached job description. The parties recognize that this work is PCA jurisdiction in accord with G#22311, although non-represented employees also work with the tools; the parties also recognize that contractors and others are involved in this work in the near-term. The Company and Union have met to define the roles of ESC-represented employees who will perform this work on an ongoing basis.

The Company and Union have also been involved in grievances (G#22311, G#22612) regarding the work jurisdiction of Project Controls Analysts.

The Company proposes the following:

1. New contractual headquarters and processes for journey and Senior PCA's in Gas Ops
 - a. There shall be four (4) contractual headquarters located at Bishop Ranch Building Z (which may also include desks in building Y):
 - i. Gas Distribution ("GD")
 - ii. Gas Transmission Cost Controls ("GT Cost")
 - iii. Gas Transmission Scheduling ("GT Scheduling")
 - iv. Gas Transmission Earned Value Analysis ("GT EV")
 - b. Work Schedule. The GT Scheduling and GT EV headquarters will have a 5x8 schedule with the employee's option to work a longer Thursday and shorter Friday without incurring any additional payment for additional hours worked.
 - c. Temporary Assignment. The Company may temporarily assign employees and/or work across the contractual headquarters based on business need to qualified employees, at its discretion and without following section 21.7. The Company will provide employee notice if this temporary assignment will cause cancellation of an RDO; such notice will be 30 calendar days in advance if possible, and no less than 14 calendar days.
 - d. Reassignment. The Company may move employees from GT Scheduling or GT EV headquarters into GT Cost or GD headquarters at its discretion.
 - e. Sr. PCA Vacancies in GD and GT Cost will be filled per section 21.16 as all other Sr. PCA vacancies. All journey PCA vacancies will be filled per section 21.17.

- f. Sr. PCA Vacancies in GT Scheduling and GT EV will be filled per section 21.16; however the Company will inform all bidders or other ESC-represented applicants of the specific duties and skills needed for the work performed in these groups. For external Sr. PCA applicants, a PSP or EVP certificate in addition to the PMP is desired.
 - g. Initial Staffing.
 - a. The Company will designate the number of Sr. PCA positions in each HQ, ensuring that the total number of positions is equal to or greater than the number of current Sr. PCA's at Bishop Ranch Building Z. These vacancies will be offered to the current incumbents in Bishop Ranch Building Z in order of seniority, and the Company will inform all bidders of the specific duties, skills and work schedules associated with each HQ.
 - b. For journey PCA's currently at Bishop Ranch building Z, the Company will describe the four contractual HQ's to be established and will ask each journey PCA their preference of HQ. The Company will assign journey PCA's to their preferred HQ as much as possible, noting that it is planning to add additional vacancies and the placement of the vacancies will depend upon which HQ's are not preferred by present incumbents.
 - h. Cancellation. This portion of the agreement (meaning all of section I) may be cancelled by either party with 30 days' notice. If cancelled, the new contractual HQ's will be deleted and all journey and Sr. PCA's will be combined into one headquarters at the same physical location (i.e. Bishop Ranch Building Z), or other outcomes may be implemented by mutual agreement. This provision will not be used to cause a layoff or demotion.
2. New Expert Project Controls Analyst Classification
- a. A new Expert Project Controls Analyst classification will be added to Exhibit A and the Project Managers and Project Controls Analysts classification group in Exhibit D (subsection IV.13) of the Agreement and into Appendix 1.
 - b. See Attachment 1 of this Letter for modifications of Exhibit D to reflect specific working conditions and processes.
 - c. See Attachment 2 of this Letter for the job description.
 - d. This provision is effective once the candidate selection assessment is completed.
 - e. The wage range for the position will be \$8,180-\$10,225/month

Implementation of this Section 2 of this Letter of Agreement shall take effect upon mutual approval of the competency assessment.

If you agree, please so indicate in the space provided below and return one executed copy of this letter to the Company.

Very truly yours,

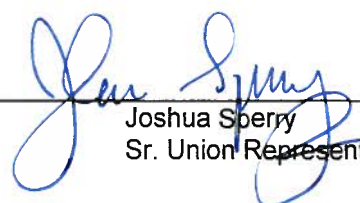
PACIFIC GAS & ELECTRIC COMPANY

By: 
Matthew Levy
Principal Negotiator

The Union is in agreement.

ENGINEERS AND SCIENTISTS OF CALIFORNIA
LOCAL 20, IFPTE, AFL-CIO and CLC

5/27/15, 2015

By: 
Joshua Sperry
Sr. Union Representative

Attachment 1: Modifications to Exhibit D

D. Professional Certifications and Memberships

Employees will be reimbursed, through tuition assistance or other program, for PMP/CAPM and PSP/EVP examination and renewal costs, fees, and appropriate preparation courses, including Continuing Education Units. Selection and enrollment in programs will be in conjunction with annual developmental plans. Time spent attending training, if approved, may be considered as time worked. Decisions on approvals will be made at the Director level.

Reimbursement of professional registration (e.g., PMP, CAPM, PE, **PSP, EVP**) license fees shall follow current practices: Company shall reimburse employees for the first exam, but not for second and later exams. Company shall reimburse registration renewal fees. Review courses shall be attended on employee's time; tuition is covered under Tuition Refund Program.

Expert Project Controls Analyst Provisions

- 1) Each Expert PCA position posted will be for either "Earned Value" or "Scheduling," as needed and determined by the Company, and this will be clearly identified at the time of posting and may not be changed while an incumbent is in the position.
- 2) The minimum additional requirement for Expert PCA is the PSP or EVP certificate depending on position being filled: PSP for Expert PCA in Scheduling, EVP for Expert PCA in Earned Value. Qualified Senior and Journey PCA may also perform "Earned Value" analysis within their respective current classifications.
- 3) The position will be filled when an operational need exists.
- 4) All candidates will be required to pass a jointly-developed competency assessment with a jointly developed scoring mechanism and cutoff score. This assessment will be given when a vacancy occurs, in advance of interviews, either in writing or by computer, and all candidates (internal and external) must pass in order to be considered by the interview panel. The assessment will be jointly revised as needed; it is not necessary to develop a new assessment exam when vacancies occur close together. A candidate who has successfully passed the assessment will not be required to take the assessment again.
- 5) Vacancies will be filled under section 21.16. For implementation of section 21.16(c), the first candidates to be assessed and interviewed shall be only other ESC-represented Senior PCA's. Only if no such candidates apply, or the panel rejects all candidates in this round, will second round assessments and interviews be held. Second round assessments and interviews will include all other ESC-represented and non-represented employees.

Attachment 2: Modifications to Appendix 1.

	<u>SENIOR PROJECT CONTROLS ANALYST</u>
Summary	A senior level analyst position able to work and to provide analytical support on any distribution and transmission projects. The Senior Analyst will have excellent computer skills and knowledge of the various tools and software of Project Services. If assigned, may perform different functions in the Central Data Management or Financial units.
Job Functions	May perform all the functions of the Journey Project Controls Analyst and in addition: Project Support Functions Schedule Development and Analysis: • Attend, actively participate and at times assist in leading the project and job kick-off and walk down meetings • Lead the project team to develop project plans • Educate and ensure team members understand and utilize appropriate project accounting. Conduct project status meeting, collect progress data and revise project plan, as needed. • Use the schedule plan as the basis for developing, maintaining and controlling the cost plan. Manage project forecast by collecting, coordinating, monitoring and tracking project forecasts from project players, vendors and contractors to ensure that expenditures are within the agreed-upon costs. • Provide cost variance explanations to program managers or planners when necessary • Work in collaboration with the Project Manager and project team to develop, maintain and control project schedules. • Analyze schedule start, completion, and duration variances utilizing the baseline schedule as the approved plan. Identify schedule variance and provide Project Manager with recommendations for corrective actions. • <u>Perform Earned Value analysis for assigned projects with regard to project schedule.</u> Cost Plan Development and Analysis: • Analyze and trend cost variances by comparing the current cost plan against the actual cost to date. • Forecast costs to completion up to approved or authorized cost budget amount. • Identify cost variances and investigate suspicious charges and provide recommendations for corrective action. Analyze and validate actual charges to project orders and notify responsible individual(s) of cost issues; take corrective actions as necessary. • Manage controlling orders which may include order creation, order status changes, entry of asset settlement rules, etc. and ensure team members

understand and utilize appropriate project accounting.

- Ensure that responses to budget and cost requests reflect correct project cost information and stakeholders are in concurrence.
- Create Work Management System Notifications as needed to identify future work and resources.
- Perform Earned Value analysis for assigned projects with regard to project costs.

Project Documentation & Reporting:

- May provide special reports for supervisor or manager upon request.

Central Data Management Functions

Data Management

- Maintain Project Management and Construction Management databases for tracking Operational Metrics.
- Work with the Project Management Leadership Team to automate data gathering and reporting.
- Act as the point of contact for Project Management group for any Project Management software (e.g. PMD or CMP) updates or modifications to order groups.
- Work with the appropriate departments to resolve issues and implement solutions.

Quality and Analysis

- Provides direction and advice to Project Managers on Project Work Breakdown Structure set-up; Target and Performance reporting; and Project Scheduling.
- Create and maintain Electric Transmission work, in the "SAP Project System" module.

System Support

- Provide technical support for the PMD system, for the Department.
- Provide computer installation advice to the Department.
- Act as the Project Management User Rep, for all new project management software developments and enhancements, that impact Project Management work.

Special Projects

- Coordinate, lead, and participate in meetings, and/or task force teams, in regards to accounting issues, system, or process changes, that impacts Project Management.

Central Financial Analysis Functions

Project Budget & Cycle Forecast Planning:

- Work with Business Planning in preparing the Annual Budget Plan, for all three Project Management Departments – Electric and Gas Transmission, and Distribution.
- Document, monitor, and communicate the Budget plan with appropriate stakeholders.
- Attend all department-related planning meetings, and revise project plan, as needed.
- Oversee the Budget planning with appropriate software tools (currently in BW, ensuring the PRJ planning version data is properly rolled up to RES.
- Work with Management Reporting to ensure the PCC rates are accurate and are copied correctly into all planning versions in financial tracking software (SAP/BW).
- Act as the point of contact, for Project Management, for financial software (BW) and for Budget forecast planning issues. Work with the appropriate departments to resolve issues and implement solutions.

Project Budget & Cycle Forecast Monitoring/Reporting:

- Set up and maintain SAP Order Groups, and also is responsible to work with Controllers on any process or maintenance changes on the Order Groups

Financial and Performance Management:

- Monitor, analyze and report out on the Department's Forecasting Performance, with weekly performance reports, utilizing the SAP/BW system and Project Management reporting systems.
- Analyze financial results on a monthly basis, providing explanations of significant cost drivers to PM Leadership – reports such as the Green-Red Scorecard and Lessons Learned Reports.
- Create new and maintain existing BW reports, for use with upper Management, and for Project Manager/Analysts, to review forecast performance.

Accounting Support:

- Single point of contact for all Capital Accounting data requests (Various)
- Coordinate the department responses, for Monthly capital accounting data requests such as Plant in Service Report for projects that are operative
- Prepare accurate and timing responses to all internal and external accounting/financial data requests, related to T&D project work, including GRC/TO filings to the CPUC.
- Reviews Project Services work for compliance with accounting standards (e.g. Capital Accounting Standard, GAAP, FASB, FERC and CPUC requirements).
- Researches and resolves accounting and financial issues, impacting Project Services work.

	• Acts as the Subject Matter Expert on Asset Settlements and the asset management software (e.g. Power Plant). • Reviews for accuracy Job Estimates forwarded to the Central Team. System Support: • Act as the User Rep in developing, testing, and troubleshooting technical issues with the financial tracking system (SAP/BW) for the Department. • Create new and maintain existing BW reports, for use with upper Management, and for Project Manager/Analysts, to review forecast performance • Serves as the Department Hot Line, for resolving technical bugs and systems errors. This involves working with programmers in ISTS; developing and testing solutions; or creating new financial tracking (BW) reports; and communicating resolutions. • Develop and provide training on financial tracking software (SAP/BW) to the Department. • Act as the Project Management User Rep, for all new project management and financial software (SAP) developments and enhancements, that impact Project Management work.
Qualifications	A bachelor's degree from an accredited college or its equivalent in education and experience, plus 5 years as a Project Controls Analyst; or 7 years PG&E experience in an electric or gas transmission and/or, distribution business operations area, business planning, accounting, finance, construction management and/or project management; or 8 years of related experience if hired externally. Certified Associate in Project Management CAPM) or Project Management Professional (PMP) Certification required.

	EXPERT PROJECT CONTROLS ANALYST
Summary	The Expert Project Controls Analyst job requires mastery of the Scheduling or Earned Value discipline and skills. This position is responsible for providing technical standards, strategy and implementation support for the Earned Value and Scheduling systems and functions, and handles complex problems and issues. The Expert Project Controls Analyst is a recognized expert within their area of project cost analysis, identifies opportunities and brings in ideas to help improve company performance and applies extensive knowledge of concepts, principles, and practices to resolve complex problems with only minimal guidance.
Job Duties:	Is able to perform the job duties of a Senior level Project Controls Analyst. As assigned, additional job duties include: 1) Support the development of Earning Rules / and Baseline Schedule Templates 2) Assist in tracking and reporting work stream portfolio trend analysis 3) Identify, provide recommendations and lead improvements or corrective action to program 4) Train and mentor less experienced PCA's, provide guidance and assistance 5) Help develop and implement earned value and portfolio schedule strategies 6) Manage complex 2,000 - 10,000 line item schedule 7) Understand and keep track of granularity of PG&E and third party contractor schedules. Create and maintain complex integrated schedules including import of contractor schedules, functional schedules and schedule data from codependent projects. Ensure horizontal and vertical integration of master schedules. - o Create contractor scheduling specifications for bid packages to facilitate contractor schedule integration into Master Integrated Schedules including definition of key milestones, activity naming and calendar conventions, contractor baseline requires, and contractor schedule of payments based on weekly and/or monthly - o Review contractor schedule submissions and PG&E generated schedules for accuracy, unapproved baseline changes, legitimacy of delay and scope change claims 8) Use tools to manage Schedule Change (Claim Digger or equivalent). Identify and evaluate changes made to different versions of the same schedule. Compare schedules, perform impact analysis and document delays to the schedule. 9) Works across multiple cross functional work streams to generate comprehensive solutions 10) Interact with Managers and or Directors to influence, design and implement processes 11) Create detailed plans with limited information including WBS structure and core logic 12) May maintain, utilize and mentor other PCA's regarding ANSI/EIA-748-Compliant Earned Value Management systems and procedures for project management organizations
Scope	Resolves problems of complex scope. Assignments may require complex solutions. Works independently with limited feedback from supervisor. Expected to apply creative solutions, techniques and approaches to work assignments. Customarily and regularly uses discretion and independent judgment in fulfilling these job functions.

Interaction	Assists lower classification Project Controls Analysts and works with the supervisor. Interacts with Managers and or Directors to influence, design and implement processes. Internal contacts include project team members and company management across various departments. Has specialized technical expertise and provides information and training as appropriate in the assigned specialized area.
Knowledge / Abilities	Demonstrates knowledge and abilities required for the Journey and Senior level Project Controls Analyst and also: Able to handle multiple large and complex projects without supervision and serve as team leader. Provide leadership, direction, and assistance to project team. Successfully negotiate cost effective solutions beneficial to our customers and PG&E. Complete complex assignments with few or no precedents or standards. Apply extensive knowledge of concepts, principles and practices in a specific field or area of expertise to resolve complex problems. Demonstrates strong technical and communications skills.
Job Qualifications:	
Education	A 4-year BA or BS Degree from an accredited curriculum in the US or the equivalent from outside the US.
Licenses / Certifications	Project Management Professional (PMP) certification and maintenance. Current Earned Value Professional (EVP) or Project Scheduler Professional (PSP) Certification by AACEI, depending on specific position being filled: PSP for Expert PCA in Scheduling, EVP for Expert PCA in Earned Value. Must pass PG&E-ESC developed competency assessment.
Experience	Mastery of the Journey, and Senior level Project Controls Analyst job duties and demonstrated knowledge and ability to perform the duties of the Expert Level PCA. Meets specific technical requirements gained through a minimum of 7 years as a Project Controls Analyst (including Sr. PCA) or 12 years of PG&E relevant experience or 14 related industry experience.