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RELATED CORRESPONDENCE

## PACIFIC GAS AND ELECTRIC COMPANY

PG&E

77 BEALE STREET, SAN FRANCISCO, CALIFORNIA 94106

TELEPHONE (415) 781-4211

July 25, 1985

DOCKETED  
USMC

PGandE Letter No.:

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DCL-85-249

OFFICE OF SECRETARY  
DOCKETING & SERVICE  
BRANCH

Mr. John B. Martin, Regional Administrator  
U. S. Nuclear Regulatory Commission, Region V  
1450 Maria Lane, Suite 210  
Walnut Creek, CA 94596-5368

Re: Docket No. 50-275, OL-DPR-80  
Docket No. 50-323, OL-DPR-81  
Diablo Canyon Units 1 and 2  
Policy on Drug Abuse

Dear Mr. Martin:

As requested by J. L. Crews on July 19, 1985, enclosed is a description of PGandE's comprehensive Drug and Alcohol Prevention Program and its component parts. The program includes policy and procedures on drug and alcohol prevention as it relates to nuclear facilities and the Company as a whole.

This material documents PGandE's aggressive and effective drug and alcohol prevention program designed to provide PGandE with a drug free and safe work environment. PGandE believes the program meets or exceeds the existing industry guidelines as well as the current draft EEI Guide to Effective Drug and Alcohol Policy Development revised June 18, 1985.

If you require additional clarification on any of the policies or procedures, please let me know.

Kindly acknowledge receipt of this material on the enclosed copy of this letter and return it in the enclosed addressed envelope.

Sincerely,  
ORIGINAL SIGNED BY

J. D. Shiffer

Enclosure

cc: R. T. Dodds  
G. W. Knighton  
H. E. Schierling  
Service List

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PDR ADDCK 05000275  
P PDR

ENCLOSURE

PACIFIC GAS AND ELECTRIC COMPANY'S  
COMPREHENSIVE DRUG AND ALCOHOL PREVENTION PROGRAM

1. Drug Prevention Policy

On March 1, 1985, Mr. F. W. Mielke, Jr., communicated directly to each PGandE employee the Company's Drug Prevention Policy. His cover letter and the Policy (Attachment A) were sent to each employee's home.

An extensive internal communication program was instituted to reach both the employees and their families. Included were articles in the Company magazine, "PGandE Life," (Attachment B) sent to each employee's home and PGandE Week (Attachment C) that is given to all employees at their work place. Also, J. S. Cooper, Sr. Vice President-Personnel, made a video taped presentation about the Drug Prevention Program that was shown to employees, company-wide, following distribution of the Policy.

2. Employee Conduct and Accident Prevention Rules

The Company has issued a Standard Practice addressing employee conduct. Paragraph 12 addresses the use of alcohol and narcotics (Attachment D). Accident Prevention Rules 11 and 13 apply to drug and alcohol use (Attachment E).

3. Preemployment Drug and Alcohol Analysis

In March 1985, PGandE began the practice of requiring a preemployment drug and alcohol analysis for all those to be employed by the Company. This followed an 8-month pilot program conducted by the PGandE General Construction Department. The details and procedures of the current system-wide program are provided in Attachment F.

4. Drug and Alcohol Prevention Training

A comprehensive Drug Education Prevention Program has been designed for all employees. This includes:

a. Supervisory Training

Programs that focus on increasing supervisors' awareness of the warning signs which might indicate drug abuse among employees. The programs also assure that supervisors understand their role, increase their effectiveness in managing an employee who may have a drug abuse problem and to help determine fitness for duty of employees. This program has been in place since January 1984 (Attachment G).

b. Employee Training

This program for employees focuses on the work place, the family, and safety. It details how drugs impact the family and the work place.

Safety, morale, and issues related to coworker drug abuse are discussed. This program is conducted by the Employee Assistance Program (EAP) counselors and other employees who are trained to present it at their safety meetings (Attachment H). Many regional Company counselors have modified the program to meet their specific needs. In addition, all employees at Diablo Canyon Power Plant (DCPP) in their site access training are issued a handout that includes a statement on drug and alcohol use (Attachment I).

c. Communication

PGandE Life and PGandE Week have featured articles on the Drug Policy and the Drug Prevention Education Program. The EAP gives presentations to all employees on the drug prevention programs and other available assistance. The EAP counselor at DCPP has presented the drug prevention programs at the plant and in the community.

d. Other Drug Training Programs

The Security Department presented a drug prevention program last year and this program will be repeated in 1986. A video, "The Drug Abuse Quiz," was internally developed and is now being shown system-wide. Brochures were distributed to employees who participated in the drug presentation programs.

The EAP counselor at DCPP has community contacts with treatment facilities and meets with vendors to find the most effective treatment facilities available. He and other EAP counselors have conducted stress management programs which help counteract substance abuse.

Counselors have participated in conferences and have been guests on TV shows, such as Channel 9's "Express," where they were able to communicate to the public and the Company the various stands and strategies we have at PGandE to deal with the current drug problems.

Similar training is being done throughout the Company. For example, the Facilities and Electric Resources Development Department is providing mandatory drug prevention education for all their employees. Over 500 employees in that department have been trained to date. To date, over 10,000 PGandE employees have received drug prevention training. PGandE's goal is to cover all employees. The completion rate at Diablo Canyon Power Plant is nearly 100%.

5. Employee Assistance Program (Attachment J)

The Company has a full service EAP to help employees and their families overcome drug, alcohol, personal, and behavioral problems. Nine professionals staff the Company's EAP group.

A full-time EAP counselor is located at DCPD to service employees at the plant and the surrounding area. His responsibilities, similar to those of eight other counselors throughout the PGandE system, include coordinating training for all DCPD supervisors on handling drug and alcohol-related problems with employees, education of employees through safety and other meetings on the impact of drugs on the family and the work place, and assistance in coordinating treatment for employees with drug-related problems. Further information on EAP services is provided in the EAP brochure.

Additionally, the EAP counselor is part of a team that includes personnel and security that coordinates existing policies and procedures now in effect at DCPD related to psychological screening and behavioral reliability including education on handling drug related problems. Details of the behavioral observation training for supervisors have been provided to all supervisors at DCPD (Attachment K).

#### 6. Communications

Communication to each DCPD employee about the Drug Prevention Policy, with emphasis on offsite drug usage, was accomplished by a letter dated July 2, 1985, sent to all DCPD employees written by Mr. J. D. Shiffer, VP-Nuclear Power Generation (Attachment L) and a notice posted at the Plant in December 1983, prepared by Mr. R. Thornberry, Plant Manager (Attachment M).

#### 7. Undercover Drug Investigations

PGandE has aggressively pursued allegations of onsite drug usage and sales activity. This includes the investigation of specific instances in which employees were accused of using drugs on the job as well as general undercover investigations designed to identify persons using and/or selling drugs at the plant site. Two major undercover investigations have been concluded within the last three years including one in 1983 which resulted in criminal charges filed against 21 individuals and administrative action taken against 38 others. Of the 21 individuals charged in the 1983 investigation, 17 were convicted and the remaining 4 are fugitives. In 1984, the Company initiated a second undercover investigation based on allegations of increased usage and sales activity at the Plant. This investigation was concluded in June 1985, and criminal charges were filed against nine persons. In addition, the investigation identified two former employees who are believed to be major suppliers of cocaine to plant workers. These persons were arrested in February 1985, as they attempted to transfer \$150,000 worth of cocaine to undercover agents. In both investigations, no employees holding safety-sensitive positions were identified and only one PGandE employee was prosecuted. More importantly, the 1985 investigation found no evidence of onsite usage by PGandE or contractor employees.

## 8. Contractor Employees

In order to contend with drug-related problems by contractor employees, PGandE has carried out a number of actions including the following:

- a. Drug education training was provided to over 300 contractor supervisors during 1983. This included recognition of various drugs and paraphernalia as well as the symptomatology associated with drug usage. In addition, procedures for reporting and handling drug incidents were established.
- b. The undercover drug investigations described above were aimed at both contractor and PGandE employees, although the 1983 investigation concentrated more on the contractor employee population which at that time was approximately 7,000 persons.
- c. A contractor Drug Policy has been prepared and included within the Bechtel Master Agreement. This drug policy will apply to other contractor employees at DCPD.
- d. In connection with the DCPD security contract bid during 1984, PGandE required the successful bidder to institute a preemployment drug screening program as well as a drug policy. The successful bidder, America Protective Service, has instituted both.

## 9. Random Drug Screening

PGandE management has discussed the issues associated with the proposed random drug screening program for nuclear power plant employees with its Law Department. The Law Department advised against implementation of the program on the bases that it would violate the employees' right against unreasonable searches and seizures under the United States and California Constitutions and that it would infringe upon their right to privacy under the State Constitution. In addition, PGandE management reviewed the proposed program with the major union representing its employees, Local Union No. 1245 of the International Brotherhood of Electrical Workers, AFL-CIO. The Union has informed PGandE management that it strongly opposes the implementation of this program.

Attachments (A-M)

Attachment A

PACIFIC GAS AND ELECTRIC COMPANY

77 BEALE STREET • SAN FRANCISCO, CALIFORNIA 94106 • (415) 972-2583

FREDERICK W. MIELKE, JR.  
CHAIRMAN OF THE BOARD

March 1, 1985

Dear PGandE Employee:

I enlist your help in correcting a serious problem that affects your Company, your family, your friends and co-workers, and the public we serve. The problem is drug abuse.

The American workplace is suffering a silent epidemic of drug abuse. PGandE's workplace, unfortunately, is no exception. This is especially distressing when we reflect on PGandE's tradition of providing a safe and wholesome work environment for our employees and safe and reliable service to our customers.

This problem must be corrected.

As a first step, we have adopted a clear statement of Company-wide policy on drug use in the workplace. A copy is enclosed. Please read it carefully and discuss it with your co-workers, your supervisor, and your family. Many people at PGandE joined in developing this policy statement -- officers, supervisors, regional and division managers, and bargaining unit representatives. It states unequivocally what our policy is and what will be done if that policy is violated.

If you know someone who is using drugs on the job, please let him or her know your concern about your safety and theirs. If you are using drugs yourself, now is the time to take corrective action. PGandE's Employee Assistance Program will help you or a family member deal with drug dependency or other personal problems on an entirely confidential basis.

I ask for your support in working together to make PGandE a drug-free workplace.

FWM:mm  
Enclosure

*Frederick W. Mielke, Jr.*

## **Pacific Gas and Electric Company's Drug Prevention Policy**

The Pacific Gas and Electric Company is committed to protecting the health, well-being, and safety of individual employees, their co-workers, and the public at large from the hazards caused by the misuse of drugs by employees.

Because of the importance of this commitment and the addictive and secretive nature of drug abuse, accomplishing this goal will require the full support of all levels of management and supervision as well as that of each employee.

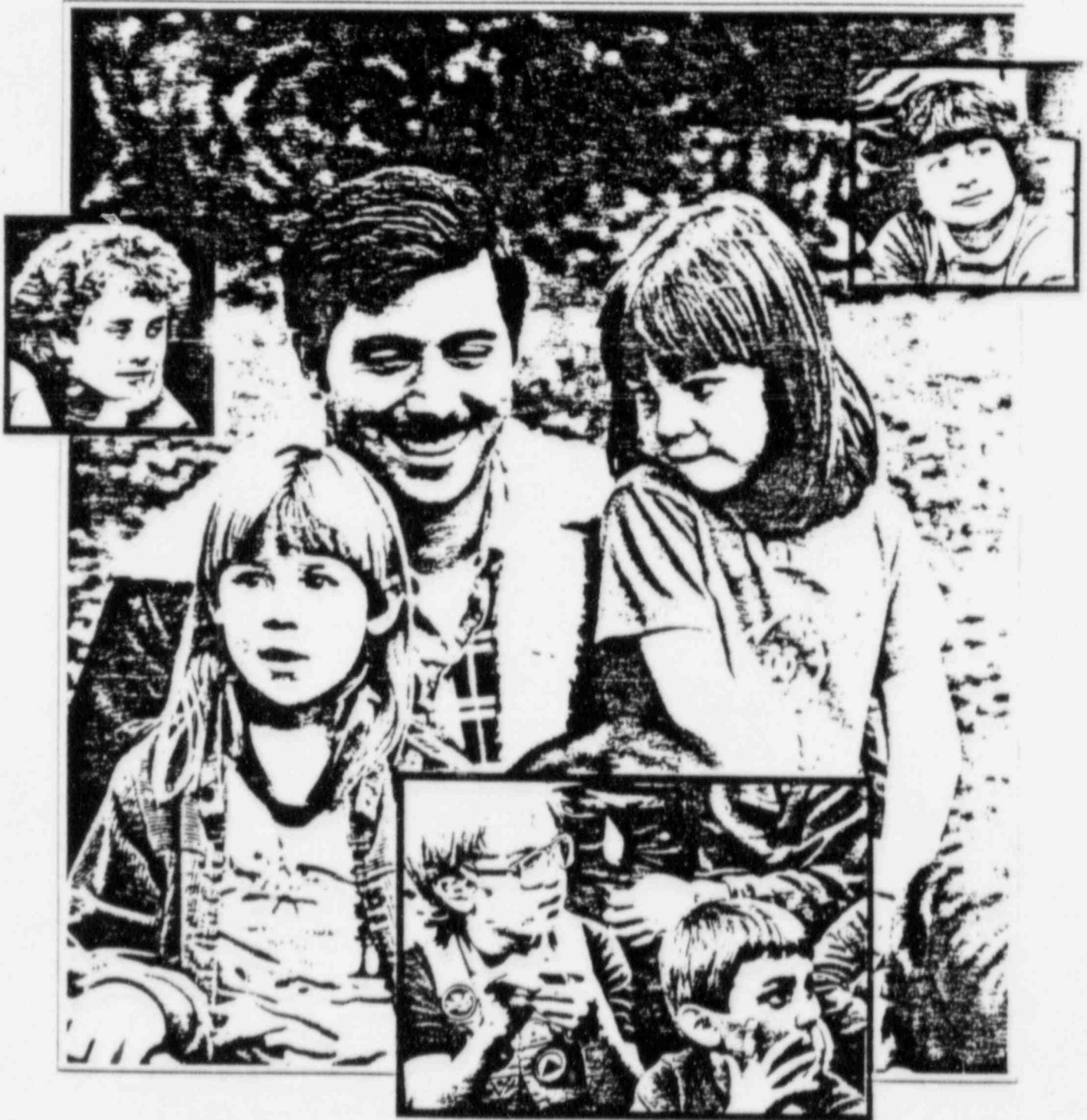
The following policy on drug abuse is adopted as an initial step toward reaching this goal:

1. Employees must not possess, use, furnish, sell, or offer illegal drugs or other controlled substances (as defined under Federal or California Law) while on the job or on Company premises. Proof that an employee furnished, sold, or offered illegal drugs or controlled substances while on the job or on Company premises will result in termination of employment. Proof of possession or use of illegal drugs or controlled substances while on the job or on Company premises will be cause for disciplinary action up to and including termination of employment.
2. Evidence of employees who possess, use, or are involved in furnishing, selling, or offering illegal drugs while on the job or on Company premises must be reported by the employee's supervisor to the Security Department of the Company for referral to the appropriate law enforcement agencies.
3. Employees who engage in off-the-job or off-premises illegal drug activity that impairs their work performance, causes damage to Company or public property, jeopardizes their own safety or that of co-workers, Company customers or the general public, or undermines the public's confidence in PGandE to provide service will also be subject to disciplinary action up to and including termination of employment.
4. Employees are required to perform their duties in a safe and efficient manner, and supervisors have a responsibility to assure that this is done. If a supervisor becomes aware that an employee is working in an unsafe manner, the supervisor is responsible for taking those actions necessary to assure that safe work conditions are maintained.
5. Employees who are using prescription drugs or other medication which may affect their ability to work safely are responsible for bringing the matter to their supervisor's attention. Supervisors should be alert to the effects of medication or illness on an employee's capabilities to perform work safely and efficiently.
6. Employees and supervisors are encouraged to seek assistance before drug abuse affects job performance. The Company's Employee Assistance Program is available to help employees and their families with drug-related problems. Participation in the Program is voluntary, and the help is provided on a confidential basis. Program counselors will not disclose information on illegal drug activity of employees who participate in the Program. However, participation in the Employee Assistance Program does not relieve employees of their responsibility to meet work performance requirements.

This policy is included within Standard Practice No. 735.6-1—Employee Conduct.

# PG&E LIFE

*Building a Better Camp Fire...Drug Abuse  
at Home and on the Job...Liberating PG&Eers through  
Productivity...Working Smarter to Stay  
Ahead of the Game...Why Rates Are Going Up*



# STONED ON THE JOB, STONED AT HOME

*There he is again, poking around in his locker. There—yep—he found it. In ten minutes he's going to be bouncing like a ping-pong ball. By the time we get to the job he'll be in the stratosphere. Take the Spice Shuttle to get his attention. And I'm going to be working on a job under that guy. ... Doesn't anybody else see how looped he is?*

It's the problem that angers co-workers, workmates, supervisors and inquisitive parents. It's the problem that no one wants to talk about. Getting stoned.

The stoned employee, spouse or child has slipped out of reality. Whether the drug of choice is cocaine, heroin, marijuana or alcohol, the effect is the same: the worker or the loved one has "gone away" to some distant place the rest of us can't follow.

Reliable statistics on drug abuse are hard to find. Nationally, the problem seems to be pretty big. The federal Drug Enforcement Administration estimates

there are 10 million regular users of amphetamines and barbiturates, 5 million cocaine users, 500,000 heroin users.

Professional sources have estimated that 10 to 30 percent of the workforce use drugs on the job. Maybe as many as 5 percent sell or furnish drugs on the job.

For a company like PC&E drugs are a major cause for concern. The American Council on Drug Education estimates that drug users typically file five times as many workers' compensation claims, consume three times the health benefits and are absent from work more than twice as much as non users.

Drug users also have more than three and a half times as many accidents. And those accidents don't necessarily hurt just the drug users.



Opposite page: an empty office, symbol of the person whose drug addiction has taken him where he can't be reached. Photo: Alan Stein

In physical jobs like PC&E's—construction, overhead line work, ironing and paperfolding—everybody on the team as well as the customer is in danger.

I know that gal is doing drugs. Sometimes I even think she's dealing.

Maybe he's going to poison my wife. But what am I supposed to do? Take her to the police? What if she says I'm harassing her?

Maybe just keep an eye on her and hope the problem will sort itself out...

Recent activities of the company's Security Department suggest the scope of the problem at PC&E. The company conducted two large undercover drug operations in 1983, netting dozens of users and sellers at Diablo Canyon and The Geysers.

Investigations in 1984 were less dramatic, but more sobering.

In the first eight months of the year, Security was asked to investigate 22 incidents of on-the-job drug sales and use. For the entire last four previous years, 1979-83, Security handled only 43 such incidents. On an annual basis, that's about a 400 percent increase.

Another indication comes from the Employee Assistance Program (EAP), which

Continued



PHOTO: ALAN STEIN

offers confidential help to PG&E's with personal, family or work-related problems. For the first four months of 1984, EAP has seen referrals for drug abuse rise 250 percent over the same period in 1983.

But the boy never used to be so successful. He's the original phantom nowadays. Home late, no explanations, and right in his room. He used to be so active. Soccer, chess, clubs, marching band. Now he just hangs around with those crummy friends of his. Playing it cool.

And he keeps telling us to "get out of his life." All kids go through stages, but is that any way for a boy to talk to his mother? Maybe he's on something...?

So PG&E, like every other company, has a drug problem. What are we doing about it?

"Education and prevention," says EAP coordinator Rabbi Simons. "That and a new policy specifically aimed at helping employees and supervisors deal with the drug issue."

The new policy is now under consideration by senior management. It affirms PG&E's commitment to provide a healthy and safe environment for employees and customers by helping employees cope with drug-related problems, but refusing to tolerate on-the-job abuse.

PG&E is one of a growing number of companies that felt a need for a separate approach to drugs on the job. Traditional policies usually address both drugs and alcohol and fail to establish that drug abuse is a legal as well as a performance problem. They also miss the fact that drug abuse usually affects a different, often much younger, slice of the employee population than alcohol.

The company's new policy sets forth the supervisor's responsibility in confronting drugs in the workplace. And the new policy makes a distinction between necessary medications and illicit drugs.

The educational part of PG&E's response to the drug problem has taken several forms.



Drug users have been told about the dangers of using drugs.



In 1981 and 1982, Security presented a two-hour program to more than 3,500 PG&E supervisors, often as part of the company's regular safety meetings. The sessions covered what

paraphernalia look like, and discussed symptoms of various drugs.

"The idea was not that supervisors would then go out and catch felons," says Security Director Lyman Shaffer.

"We wanted to increase their knowledge so that they could recognize on the job drug use among their employees."

"The purpose is not to catch people and punish them. Instead, we want them to take responsibility for their own and others' safety."

If they have a problem, we want them to get help before the situation deteriorates to the point that disciplinary action is required.

The 1981-82 supervisor's program did help educate supervisors, but it didn't generate many referrals. The training supervisors are getting now includes help in the

tactical aspects of confronting an employee who appears to be on drugs. Drug education for

employees includes the videotape "Guidance," which is available from the Employee Assistance Program, and a one-hour

program "Impact of Drug Abuse on the Family."

The Security Department will also be offering its basic training program for supervisors.

## The Man Who Wasn't There! Symptoms of Drug Abuse

How can you tell if your co-worker—or perhaps your child—is taking drugs? First of all, look for a change from normal behavior.

Increased absences from work or school  
Altered reaction time—slower or faster than usual  
Personality change, especially an uncharacteristic nervousness, irritability or lethargy  
Sudden financial problems  
Change in social habits or friendships

There aren't conclusive signs of drug use—they could be a sign of illness or side effect from a prescribed drug. But they should be a warning that something is wrong. Only a medical test can prove or disprove drug use. But these symptoms should be warnings.

Depressants. Disinhibits behavior, but without the side effect of slowed or breath. User may stagger, stumble, fall asleep on the job, have slowed speech and difficulty in concentrating. Pupils may be dilated.

Drugs. Inhibitors, tranquilizers. Excessively active behavior. User may be excited, happy and talkative, or nervous, argumentative and irritable—followed by "crash," or passing out. Users may go long periods without eating or sleeping. Pulse and blood pressure will be increased. Pupils may be dilated.

Drugs. Cocaine, amphetamines. Lethargic, drowsy behavior. User may "nod" (a cycle between dozing and awakening). Users may also have sniffles, red watery eyes and a cough. They may lose appetite except for sweets. Physical marks include "tracks" or discoloration of the skin on arms or legs from injections. Pupils may be constricted, but dilated during withdrawal.

Drugs. Heroin, morphine, opium, codeine. Numbness. Preceptual distortions, visions, swirling in mind. Symptoms vary with drug. User may be sleepy. Pupils may be dilated and cyanotic (blue-tinged).

Drugs. LSD, PCP, psilocybin, mescaline, psychedelic mushrooms.

continued

October was "Drug Education Month" in the HealthWise news, which featured local health experts, alternative kinds of treatment and education programs in the General Office and others.

**All that it was great, y'know?**  
**Two tools and I was a free man. Super man. Above it. Shave it.**  
**Now the walls are closing in. The old lady's on my case. The guys want their dough. The supervisor's giving me the bad eye. The boss wants everything from the car in the car.**  
**Can't keep my head straight for more than a day of a time.**  
**Unable bring me. But I don't know who else to be.**

And what is the company doing about prevention?

"In July we started a pilot program to screen potential new employees for General Construction," says Bob Taylor, manager of GC Personnel and Administrative Services.

"As part of a pre-employment physical exam, candidates submit urine samples, which are sent to a commercial lab for analysis. The lab report tells us enough about the type and frequency of the person's drug use, if any, so that we can identify the regular, heavy users."

"When we do find them, we just tell them they failed to pass the pre-employment physical

"From the experience of other companies," says Taylor, "we expect to have a 25 to 40 percent failure rate."

"Yes, there is," says Robert Simmons of Employee Assistance. "When people acknowledge the extent of the problem, they're getting ready to deal with it."

"This year our self-referrals for drug and alcohol problems have gone up about 50 percent. People all over the country are adopting healthier, more open attitudes. They're more concerned with getting it all together."

"It's now okay to ask for help," says Simmons.



Help for drug problems is available from PDA's Employee Assistance Program.

### Tell Me More

If you want further information, check one or more of the boxes below and send this coupon to: Editor, *Prudent Life*, Room 1770, 77 Beale Street, San Francisco, CA 94106.

We'll see that your request gets to the right person.

- ☐ Send "Drug Abuse and Misuse," pamphlet from U.S. Drug Enforcement Administration.
- ☐ Send "Episodes," videotape.
- ☐ I am an ☐ industrial ☐ home video reviewer in ☐ VHS ☐ Betamax format.
- ☐ Please arrange a presentation of "Impacted Drugs on the Family" for my work/social group.

Name \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_

If you have a drug-related or other personal problem and would like help, please describe this form. Instead, call the Employee Assistance Program directly. You can find the number of your local EAP counselor in the company phone book, or call 611-455-5555.

APRIL 12, 1985

# PG&E Week

## Rate actions taken by CPUC

An electric rate increase and a gas-related refund for all customers are among recent rate actions by the California Public Utilities Commission. Other PG&E rate requests have been heard by the commission. Here are key items:

- Electric rates went up \$291.3 million effective April 3, mainly because of the light snowfall this winter which limits hydro production.

- PG&E will refund \$77.6 million to electric, natural gas and steam customers as a one-time reimbursement for overcharges by the company's suppliers of natural gas. All customers get refunds because the overpriced gas was used to generate electricity and steam as well as for direct sale to gas customers. The average residential refund will be about \$10. Refunds are expected to begin in May.

- The company has requested an annual reduction of about \$193 million in gas rates, or 5.8 percent for the average residential customer. This is an increased reduction from the original \$27.2 million proposed in February.

- For its annual fuel-related electric rate adjustment PG&E has asked an increase of about \$64 million, or about 1 percent, effective August 1.

The gas reduction will be the second successive gas rate decrease due to the company's continuing efforts to bargain for lower cost supplies under deregulated conditions. In January the company was authorized to reduce gas rates about \$197 million, or 4.7 percent.

## Tax-exempt bonds will save customers \$120 million

PG&E customers will save an estimated \$120 million thanks to the company's use of tax-exempt bonds to help finance pollution control and solid waste disposal systems at Diablo Canyon Nuclear Power Plant.

A \$65 million offering of California Pollution Control Financing Authority bonds was made last week to finance part of the costs of 10 systems at Diablo Canyon.

Because the interest on the bonds is exempt from income tax and the interest rate floats daily, investors will accept a sharply lower interest rate than PG&E would have to pay if it issued conventional mortgage bonds.

The tax-exempt bonds also carry a "daily-demand" feature. This lets holders redeem them at 100 percent of their principal value at any time until PG&E exercises its option to convert the bonds to fixed-rate obligations.

The combination of features is

## Lineman killed in Sonora

Guy Castle, a 34-year-old lineman with Line Construction, was killed early Wednesday morning while working to change 4 kv line to a 17 kv circuit.

Preliminary investigations show that Castle had climbed a pole, preparing to work on the changeover, when an electrical flash electrocuted him. He was pronounced dead on arrival at Tuolumne General Hospital in Sonora.

A complete investigation is being conducted by Safety, Health and Claims.

expected to lower PG&E's cost to approximately 5.3 percent based on initial interest rates. This compares with the 13.1 percent that it would

*(Continued on page 3)*

## PG&E to join in missing child effort

*PG&E Progress* will begin publishing photos and information on two missing children each month, starting in its May issue.

PG&E has joined forces with 82 utility companies nationwide to help locate missing children. The companies are participating in the National Child Watch Campaign launched by the American Gas Association (AGA), the National Child Safety Council and the National Center for Missing and Exploited Children (NCMEC).

As part of the campaign, the companies will include photos and descriptions of two missing children in their monthly bills. The children are to be selected by the NCMEC.

*PG&E Progress* reaches 3.7 million residences and the information has the potential of reaching more than 10 million people in PG&E's service territory.

## PG&E informational advertising program begins next week

*—See page 3*

## Manual for supervisors covers personnel policies

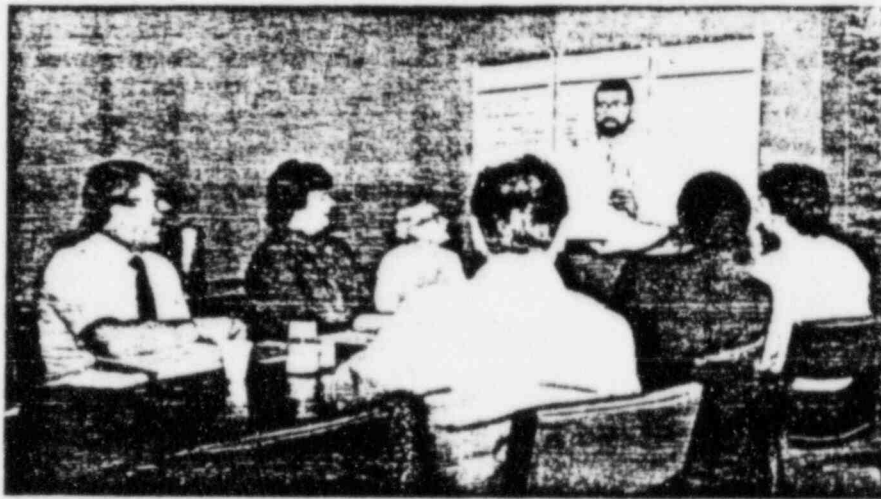
The Supervisors' Handbook, a new reference manual of key personnel procedures and policies, is being distributed to all management employees with supervisory responsibilities.

The handbook includes information on a variety of subjects which supervisors have said are important to them in handling employee issues. The handbook lists additional refer-

ence material as well as covering the specific topics.

"It is critical for us to communicate with our supervisors," says Personnel Manager Russ Cunningham. "The effectiveness of our supervisors in managing our human resources has a far-reaching impact on productivity and attaining our corporate goals."

For more information, contact your local personnel departments.



John Monahan, Computer Operations, instructs a session of the Supervisor Skill Development Program. He is one of the supervisors who planned and taught these sessions. Stan Skinner, executive vice president and chief financial officer, recently gave awards to Finance departments for successfully implementing this program. Key to its success, he said, was a top-down approach with active involvement from all levels of management.

## Video on drug abuse available

A new 20-minute video tape, "The Drug Abuse Quiz" highlights PG&E's drug abuse policy and gives general information on the physical and emotional dangers posed by drug abuse.

Copies of this video and informative material for use when showing it are available from your local Visual Services representative or by calling the Audio Visual Department, G.O. extension 2728.

This tape was produced by the Personnel Department in cooperation with Corporate Communications.



Peninsula District PG&Eers have received an award from the National Safety Council for the district's Safety and Health Fair, which drew over 700 employees and their families last year. With the award are, from left, Sue Carson, Nancy Schulman, Dean Moresco, Carol Watson, Mike Sloan and Ron Bullock.

## You were asking . . .

In this issue, *PG&E Week* begins a question and answer column covering a wide variety of employee concerns.

Last week, Vice President—Personnel John Cooper spoke at a noontime session in General Office. Here are answers to some of the questions submitted to him before and during that session.

**Q.** *Given the high cost of Bay Area housing, why are salary adjustments for workers in the Bay Area effectively negligible?*

**A.** PG&E's present policy is to provide the same salary treatment for all management employees systemwide so that they are better able to transfer and relocate throughout the system. Our market surveys for various positions indicate that we pay at or above the Bay Area market rate for similar jobs in other companies, so salary adjustments for Bay Area employees are not necessary. Conversely these surveys indicate a need to examine our policy for salaries outside the Bay Area since they may be exceeding the going market rate for some positions.

**Q.** *How can I find out the status of the company's progress in affirmative action?*

**A.** Contact your personnel department for an appointment to review this information for your division or department.

**Q.** *Why is the company so strongly against time off without pay?*

**A.** The company provides its employees a generous amount of paid holidays and vacations. When employees are off work, it significantly impacts our ability to run a smooth and efficient operation. Allowing employees additional time off the job (even if it is without pay) creates inefficiencies and delays that, if enough employees are off, could affect service and reliability for our customers. Refer to Standard Practice 721.7-1 for further information on time off.

# New informational ad program begins next week

Responding to opinion surveys that show customers need and want to know more about how PG&E operates, the company next week begins a series of informational advertisements on television and in magazines and newspapers. The overall program will run for three months.

Thirty-second TV ads begin April 15, as do black-and-white newspaper ads. Full-color versions of the newspaper ads will appear in regional editions of nine magazines in May, June and July. The magazines are *Better Homes and Gardens*, *California Magazine*, *Sunset*, *Reader's Digest*, *People*, *Newsweek*, *Time*, *U.S. News and World Report* and *TV Guide*.

The first newspaper ad is shown here. A second print ad, with corresponding magazine version, will focus on PG&E's foresight in building the natural gas pipeline network which ensures plentiful supplies. A tip on gas conservation will be included in this ad.

The company's economical hydroelectric generation will be the subject of a third ad. This message will be coupled with information on the Cashback program.

The newspaper ads will appear in 65 dailies, 231 weeklies and 40 ethnic papers within PG&E's service area. Newspaper ads will include a coupon offering a new brochure which will give customers more information on the subjects covered in the advertising. Requests for the brochure will be handled by General Office, but each region will also receive quantities for its own distribution.

Television messages will cover the same subjects as the print advertising. Each ad will also be produced in Spanish for Spanish-language stations during the three-month program.

**PG&E Week.** Published weekly for employees by the Public and Employee Communications Department. Typeset by Office Services, Forms and Typographic Services Unit. Art services by Graphic Design. Printed by Engineering Services Reprographics. For distribution information, call Priscilla Lee, Ext. 2216.

Editor: Arlin Weinberger, Ext. 3480  
77 Beale Street, Room 1713  
San Francisco, CA 94106

Volume XV  
Number 39



This is a power outage being prevented. Weak spots in power lines can eventually cause power disruption. That's why PG&E uses helicopters to regularly survey the lines to make sure the spots are intact. Using infrared equipment, an operator inspects the lines looking for weak spots that could become troublemakers. When one is spotted, a crew is alerted to make the repairs that will prevent power problems later.

## PG&E at your service.

This is where lower energy costs begin. A PG&E energy specialist will come to your home and give you a free energy audit that will determine the most efficient improvements you should make to save money on your energy bills. The information he or she gathers is fed into a computer that calculates the effectiveness of more than 50 conservation measures and evaluates which measures can qualify for cash rebates or interest-free loans. This helps make weatherizing your home as easy and economical as possible. Putting technology to work is just one of the ways PG&E is at your service.

Send us this coupon if you would like a copy of other advertising in this series. It's free.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Send your request to:  
PG&E, 211 Market St., Room 311, San Francisco, CA 94102

This is the first newspaper ad in PG&E's new informational advertising. A similar ad will appear in full color in the May issues of nine magazines.

## Tax exempt bonds

(Continued from front page)

expect to pay if it issued fixed-rate taxable bonds. The difference will mean an interest expense saving of about \$5 million a year—almost \$120 million over the life of the bonds.

This marks PG&E's first use of the daily-demand feature. PG&E has pioneered several other techniques to reduce borrowing costs and thus hold down customers' rates. For example:

- PG&E was the first utility to enter the Euroyen market when it raised about \$80 million by the sale of

bonds denominated in yen last October. PG&E's interest cost over the 10-year life of the bonds will be about \$2 million below the cost of conventional financing.

- PG&E was among the first U.S. utilities to enter the Eurobond market, where it has raised \$410 million in six issues since 1982.

The company's common stock now trades on the London, Zurich, Amsterdam and Basel exchanges in addition to the New York and Pacific stock exchanges.

## PSEA basketball tournament results

The General Office Wildhorses held off the East Bay Blazers to win the round robin play in the A Division at the PSEA Board of Trustees basketball tournament. The final score was 88 to 77. Steve Harris, General Office Corporate Accounting, was named the Most Valuable Player.

In the B Division the Moving Violations from General Office beat the B.E.T. Genetics of Colgate Section, 56-50, for the title. Paul Maxwell, General Office Control Systems, was named Most Valuable Player.

The Slow Break team from General Office defeated the Merced Service Center of San Joaquin Section, 62-49, to win the C Division. Mike Brottrell, General Office Information Systems, was named Most Valuable Player.

The B Division consolation game was won by the Hit Don't Miss General Office team over the Get Together General Office team, 55-50.

In the C Division consolation game, The Redwoods of North Bay Section beat Cheeko from De Sabla Section, 48-38.

## PG&Eers in the News

Stockton Customer Services rep **Nancy Cagle** has qualified as one of the 100 top recreational ski racers in the country and will compete in the Sun Valley NASTAR finals. She was a member of PG&E's ski team which finished third in the Corporate Cup Challenge.

Safety, Health and Claims safety engineer supervisor **Ralph Hall** has been named chairman of the Pacific Coast Electrical Association Safety and Health Committee.

Eighteen PG&Eers in the northern San Joaquin Valley area have been honored for their blood donations. Oakdale senior engineering estimator **Mike Linker** received the top award for giving seven gallons, followed by **Al Steele** of Stockton, who donated six gallons. Other top awards went to **Ron Delucchi**, **Myrna Barlow**, **Fred Bowles**, **Sigfried Carlson**, **Ray Seibert** and **Robert Mudd**, all of Stockton.

## Larson named Mission District manager

Richard Larson has been appointed Mission District manager in southern Alameda County, succeeding Richard Kisbey who was recently named East Bay Region staff manager.

Larson has been Bay District manager since April 1984. He joined the company in 1963 as an engineering trainee and held positions in Oakland, San Francisco and Hayward. In 1973 he was named administrative assistant to the vice president—Customer Operations in General Office and in 1977 he moved to North Bay as marketing manager.

## Raggio named Yosemite manager

John Raggio has been named Yosemite District manager, succeeding Chuck Earnshaw who was recently made San Jose Central District manager.

Raggio joined PG&E in 1963. He has held manager's positions in Wasco, Half Moon Bay and Benicia. His most recent position was Nevada District manager in Grass Valley.

San Joaquin Region transportation clerk **Jim Courtney** has been elected to a three-year term on the board of the San Joaquin County United Way.

East Bay Region energy management supervisor **Richard Deus** has been elected to the board of the Lafayette/Moraga Youth Association. He has coached youth soccer for the group for four years.

**Kathleen Rudovsky**, General Office Computer Operations, has been elected president of the board for San Francisco Apple Core, an information-sharing group of Apple computer owners.

General Construction clerk **Brave Throne** has been given the PSEA Award of Excellence for completing 23 standard PSEA courses during a one-year period.

## On the Move

### MATERIALS DISTRIBUTION

**Leroy Harris**, supervisor, Fremont, to materials coordinator, Emeryville.

### NORTH BAY

**Donald Jackson**, materials control supervisor, Rohnert Park, to division materials superintendent, San Rafael.

**Nancy Nakano**, operator clerk, Oakland, to administrative services specialist, San Rafael.  
**Lisa Zolezzi**, personnel associate, Personnel Operations, to personnel rep, Santa Rosa.

### GENERAL OFFICE

**Vincent Hendra**, accounting analyst, Assistant Comptroller-Accounting, to budget analyst, Construction Accounting.

**Atlas Hill**, Quality Assurance, engineer to administrator.

**Josephine Horn**, Information Systems, analyst programmer I to analyst-programmer.

**Michael Imperiale**, Information Systems, analyst programmer III to analyst programmer II.

**Dewey Jinks**, Building & Administrative Services, building maintenance subforeman to building supervisor.

**Todd Johnson**, Electrical Engineering, engineer I to engineer.

**Janice Jones**, Information Systems, analyst programmer III to analyst programmer II.

**Wilson Kam**, Information Systems, analyst programmer II to analyst programmer I.

**David Kornberg**, field engineer-ESC, GC Station, to specialist, Nuclear Plant Operations-Diablo.

**Steven Krieger**, personnel associate, Personnel Operations, to employment rep, Staffing.

**Gerald Lagnens**, engineer, Santa Cruz, to electrical engineer, Electrical Engineering.

**Bing Lee**, Materials, parts control assistant to assistant buyer.

**William Lee**, Information Systems, analyst programmer III to analyst programmer II.

**Carl Linvill**, Revenue Requirements, rate & valuation trainee to assistant analyst.

**Thomas Logue**, Information Systems, analyst programmer II to analyst programmer I.

**Patricia Loomis**, Information Systems, analyst programmer III to analyst programmer II.

**April Mason**, Information Systems, analyst programmer III to analyst programmer II.

**David Miller**, Information Systems, analyst programmer III to analyst programmer II.

**Yoshikazu Miyagi**, Customer Accounting, accountant to accounting analyst.

**Francisco Morales**, Revenue Requirements, assistant analyst to energy forecast analyst.

**Daniel Mulkey**, district electrical engineer, San Rafael, to distribution engineer, Transmission & Distribution.

**Michelle Nunn**, Information Systems, analyst programmer III to analyst programmer II.

**Rodney Nelson**, Nuclear Plant Operations-Humboldt, senior control operator to technical assistant.

PACIFIC GAS AND ELECTRIC COMPANY

**STANDARD PRACTICE** EXEC. V.P. & GENERAL MANAGER  
OF UTILITY OPERATIONS

EXECUTIVE OFFICE OR DIVISION

ISSUING DEPARTMENT **SENIOR VICE PRESIDENT - PERSONNEL**STANDARD PRACTICE NO. 735.6-1PAGE NO. 1 EFFECTIVE 11-1-82REPLACING  
PAGE NO. all EFFECTIVE 3-1-81

SUBJECT:

**EMPLOYEE CONDUCT****STATEMENT OF POLICY**

1. It is the policy of this Company that employees shall at all times continue to practice fundamental honesty. Employees shall not, nor attempt to: deceive, defraud, or mislead the Company, other employees, or those with whom the Company has business or other relationships; take or misuse Company property, funds, or service; misrepresent the Company or its employees; divulge or release any information relating to the Company of a proprietary nature; obtain a personal advantage or benefit due to their association with the Company or by use of the Company's name; withhold their best efforts to perform their work to acceptable standards; engage in unethical business practices; violate applicable laws; or conduct themselves at any time dishonestly or in a manner which would reflect discredit on the Company.
2. It is further the policy of this Company that employees shall not at any time while at work use or be under the influence of any alcoholic beverage. Employees shall not at any time while at work or on Company business use, have in their possession or be under the influence of any narcotic, marijuana, drug, or other substance the possession or use of which is unlawful.
- \*3. It is the policy of this Company to maintain a working environment free of sexual, religious or ethnic harassment. All employees shall at all times conduct themselves in conformance with this Company policy and with related state and federal statutes prohibiting discrimination or harassment on the basis of race, color, religion, age, sex, national origin, handicap, veteran status, ancestry, marital status, sexual orientation or any other non-job-related factor.
- \*4. Violation of these policies will subject any employee to disciplinary action, up to and including discharge. In addition, supervisors and working foremen who knowingly allow others to engage in acts of misconduct or fail to report acts of misconduct are subject to appropriate disciplinary action.

**PURPOSE**

5. To establish a procedure for reporting, investigating and documenting instances of employee misconduct and to effect uniformity of decision in cases with similar facts and circumstances.

**APPLICATION**

6. This Standard Practice applies to all Company or subsidiary company employees, subject to the provisions of any labor agreement delineating a grievance procedure applicable to employees represented by a labor union.

**RESPONSIBILITY**

- \*7. Officers, General Office Department Heads and Division Managers are responsible for ensuring compliance with this Standard Practice. All employees are accountable for compliance with this Standard Practice.

PACIFIC GAS AND ELECTRIC COMPANY

STANDARD PRACTICE EXEC. V.P. & GENERAL MANAGER  
OF UTILITY OPERATIONS

EXECUTIVE OFFICE OR DIVISION

ISSUING DEPARTMENT SENIOR VICE PRESIDENT - PERSONNEL

STANDARD PRACTICE NO. 735.6-1

PAGE NO. 2, EFFECTIVE 11-1-82

REPLACING  
PAGE NO. all EFFECTIVE 3-1-81

SUBJECT:

## EMPLOYEE CONDUCT

## TYPES OF MISCONDUCT

8. Conduct subject to this procedure includes employee activity which is *in any way job related* and which involves a dishonest or otherwise unlawful act or violation of Company instructions or policies relating to the use of alcohol or drugs, or Equal Employment policies, etc.

(Some examples of acts which under the provisions of this Standard Practice would be considered dishonest or in violation of Company instructions are included in the attached Supplement.)

## IMMEDIATE REPORT

9. All such cases will be reported immediately by the Department Head or Division Manager, by telephone, to the Internal Auditing Department, the Security Department or the General Office Personnel Relations Department as follows:
- All cases involving Company funds; securities; payment papers; accounting and operating records and reports, manual or computerized; will be reported to the Internal Auditing Department, as well as any cases where embezzlement or monetary fraud is suspected.
  - All cases involving violations of the Company's Equal Employment Opportunity policies shall be reported to the General Office Personnel Relations Department.
  - All other cases will be reported to the Security Department.

## IMMEDIATE INVESTIGATION

- \*10. An immediate investigation to determine the facts will be conducted by the Internal Auditing Department, the Security Department, or the General Office Personnel Relations Department, depending upon which has jurisdiction as outlined in 9a., b. and c. above. The investigating Department may delegate this to the Division or Department.

Where considered necessary to minimize knowledge of an investigation, the Security, Personnel Relations and Internal Auditing Departments have the authority to contact involved or knowledgeable employees directly without regard to the usual line of supervision. These departments may restrict actions by other employees which are judged to be premature or which might jeopardize the effectiveness of an investigation in progress.

## SUSPENSION OF EMPLOYEE

- \*11. An employee may be immediately suspended if, in the opinion of the Division Manager, Department Head, or Officer involved, such action is deemed necessary. The suspension will be continued pending completion of the investigation and a Company decision concerning the case. If the case involves Company funds, securities or payment papers, the Manager, Internal Auditing Department, may recommend suspension or other action depending on the nature of the incident in question.

PACIFIC GAS AND ELECTRIC COMPANY

**STANDARD PRACTICE** EXEC. V.P. & GENERAL MANAGER  
OF UTILITY OPERATIONS

EXECUTIVE OFFICE OR DIVISION

ISSUING DEPARTMENT SENIOR VICE PRESIDENT - PERSONNEL

STANDARD PRACTICE NO. 735.6-1

PAGE NO. 3 EFFECTIVE 11-1-82

REPLACING  
PAGE NO. all EFFECTIVE 3-1-81

SUBJECT:

**EMPLOYEE CONDUCT**

- \*12. An employee suspected of being under the influence of or using alcoholic beverages or narcotics while at work or on Company premises may be immediately suspended, especially if the employee is deemed unfit to safely and efficiently assume his/her duties. The employee should then be immediately referred to a physician for medical clarification of his/her condition and the case handled as described in paragraphs 11 and 13. (See Guidelines for Handling Violations of Accident Prevention Rule 13 and Standard Practice 735.6-1, Security Department.) Employee should be formally referred to Employee Assistance counselors as appropriate. (See Standard Practice 722.1.)
- \*13. The employee will be notified, by the appropriate supervisor, of suspension without pay, pending a Company decision concerning the case. Any such suspension shall be confirmed immediately in writing to the employee by the General Office Department Head or Division Manager involved.

**PRELIMINARY REPORT**

- \*14. A preliminary report of the incident, where appropriate, prepared by the Internal Auditing Department, General Office Personnel Relations Department or Security Department, is to be transmitted to the appropriate Division Manager or Department Head. A copy of the preliminary report is also to be transmitted to the Manager of Insurance in all cases involving theft or embezzlement of Company property or funds.

**FINAL REPORT**

- \*15. Before the employee's suspension is lifted and/or disciplinary action is taken, a final report, prepared by the investigating department, is to be forwarded to the General Office Department Head or Division Manager outlining the results of the completed investigation, with a copy to the Insurance Department in cases involving theft or embezzlement of Company funds or property. In cases when disciplinary action is contemplated as a result of an accident involving an industrial injury or a third party injury or property damage over \$500.00, the Manager-Safety, Health, and Claims Department shall be consulted for a recommendation.

After a review of the final report, the General Office Department Head or Division Manager will forward a copy of the investigation report and a recommendation to the Senior Vice President-Personnel regarding the disposition of the case only if the employee has 15 or more years of service and is being recommended for termination.

For all other cases, the General Office Department Head or Division Manager may proceed and then forward the final report to the Managers of Industrial Relations and Personnel Relations for informational purposes. When appropriate, Industrial Relations and/or the Equal Employment Opportunity Unit, Personnel Relations, shall be consulted for recommendation.

- \*16. The report and recommendation for termination of an employee with 15 or more years service will be reviewed by the Senior Vice President-Personnel, the Manager of Industrial Relations, the Manager of Personnel Relations, Manager of Insurance, and such other Department Heads as may be involved. The Senior Vice President-Personnel will then advise the appropriate General Office Department Head or Division Manager of the disposition of the case.

PACIFIC GAS AND ELECTRIC COMPANY

**STANDARD PRACTICE** EXEC. V.P. & GENERAL MANAGER  
OF UTILITY OPERATIONS

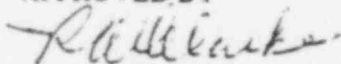
EXECUTIVE OFFICE OR DIVISION

ISSUING DEPARTMENT SENIOR VICE PRESIDENT - PERSONNELSTANDARD PRACTICE NO 735.6-1PAGE NO 4 EFFECTIVE 11-1-82REPLACING  
PAGE NO all EFFECTIVE 3-1-81**SUBJECT:****EMPLOYEE CONDUCT**

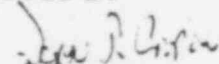
- \*17. An employee who is suspended without pay but is subsequently exonerated of all wrongdoing shall be reimbursed for the time suspended. Double jeopardy, bringing an employee back to work and then imposing additional time off, is to be avoided.
- \*\*18. Before awarding time off to monthly employees, the applicable Fair Labor Standards Act issue should be discussed with the Director of Compensation or the Supervisor of Wage and Salary Administration.

**SUPPLEMENT**

- 19. The attached supplement provides a general outline of the types of misconduct to be considered when administering this Standard Practice. However, no attempt has been made to illustrate every conceivable instance which would be considered misconduct.

**APPROVED BY****R. A. CLARKE**

Executive Vice President and General Manager of Utility Operations

**ISSUED BY****J. S. COOPER**

Senior Vice President-Personnel

**DISTRIBUTION**

Officers  
Department Heads  
Division Managers

**ADDITIONAL COPIES**

Additional copies of this Standard Practice may be obtained from the General Office Personnel Relations Department, Room 922, 245 Market Street, Extension 2852.

**COMPANY FUNDS, SECURITIES, PAYMENT PAPERS**

20. All funds collected on behalf of the Company shall be promptly and properly reported, deposited and credited to the proper accounts. Employees shall factually report time worked or not worked including accurate details of work performed, materials used and money spent when applicable. Monies assigned as working funds, petty cash funds, etc., shall be used only for the Company purposes intended and custodians shall adequately safeguard such funds.

Some examples of violations:

- Misappropriation of funds by theft or falsification of records related to such funds.
- "Temporary borrowing" of funds by unauthorized IOU's or lapping of customers' payments.
- Knowingly carrying worthless checks as part of a fund in substitution for cash.
- Obtaining reimbursement or knowingly making payments from petty cash or other funds for unauthorized expenditures.
- Altering (raising) amounts on petty cash tags or other payment papers for personal gain.
- Forging of either endorsements or approving signatures on any payment paper.
- Entering falsified and untruthful information on time cards for the purpose of gaining unearned pay or concealing unauthorized absences.
- Taking time off for personal reasons and reporting it as sick leave.
- Padding personal expense accounts.
- Knowingly processing, or approving, false or inflated invoices for payments to outside vendors (generally the result of collusive action).
- Establishing or maintaining any "off the books" bank accounts or unrecorded funds (slush funds) for the purpose of making any unauthorized or questionable payments or illegal political contributions.

**TOOLS, MATERIALS, SUPPLIES AND EQUIPMENT**

- \*21. All property, material, tools and equipment purchased or rented by the Company shall be used exclusively for Company operations and shall not be taken, loaned or personally used by employees.

Some examples of violations:

- Theft or borrowing of Company tools and equipment.
- Use of Company tools, equipment, materials, fuel or Company labor on employees' or other parties' personal property; e.g., automobiles, radios, television sets, private construction, etc.
- Flagrant and willful abuse of Company property, including vandalism.

## TOOLS, MATERIALS, SUPPLIES AND EQUIPMENT (CONT.)

Some examples of violations: (cont.)

- Improper and unauthorized disposal of Company property, including salvage, scrap or obsolete items.
- Use of Company vehicles, owned or rented, for other than authorized Company use or allowing unauthorized persons to drive or ride in the vehicle (except in emergency situations).
- Unauthorized purchases on automobile (or other) Company credit cards.
- Offering aid or information to outsiders or other employees to be used for the purpose of misappropriating Company property.
- Use of Company or connecting telephones for personal business which results in a long distance toll or extra message units.
- Unauthorized use of Company computer resources, including computers, terminals, software, and outside time-sharing service.
- Release of proprietary information about the Company's computer programs and systems and those licensed to the Company for its exclusive use.

## CONFLICT OF INTEREST

22. Employees of the Company are expected to maintain the highest standard of ethical conduct and to avoid conflicts of interest. Management and supervisory employees should be especially alert to avoid working relationships between related employees which may give rise to conflicts of interest or which may place the employees in an untenable situation in the event irregularities occur.

Some examples of violations:

- When an employee's personal interest or course of conduct in relation to outside interest is such as to affect such an employee's independence of judgment in discharging responsibilities on behalf of the Company.
- When an employee accepts gifts, payments, entertainment, loans, services or promises of future benefits from any concern doing business or seeking to do business with the Company, or becomes a party to any transaction involving bribery, kickbacks, or extortion. Exceptions to the foregoing are a) loans from banks or other lending institutions, and b) gifts of nominal values or social entertainment which are in keeping with good business ethics and do not obligate the recipient.
- When an employee acquires real estate with prior knowledge of possible subsequent acquisition or use by the Company.
- Participation as director, officer, partner, agent or employee of outside business concerns (which might give rise to a conflict of interest) without the prior consent of the Company.

## COMPANY SERVICES

- \*23. Electric power, natural gas, steam and water service are only to be supplied to customers in compliance with existing rules and regulations. Certain other services are to be rendered only under appropriate authorization. All employees are expected to comply with authorized practices.

Some examples of violations:

- Installation, rearrangement or removal of customers' or employees' facilities or of Company metering or service to these facilities without proper approval and authorization.
- Charging customers (for personal gain) for work normally provided free by the Company.
- Improper acts while on customers' premises.
- Intentionally reporting false meter readings for the billing of customers' accounts (curb reading).
- Theft of energy.

## COMPANY ACCOUNTS, REPORTS AND RECORDS

- \*24. Company accounts, reports and records should be prepared as accurately and completely as possible and should not be released to outside parties indiscriminately. Any reports, information, etc., should only be released with the consent of the responsible management employee involved.

Some examples of violations:

- Release of original or reproduced copies of Company records without proper approval.
- Supplying customers', purchasers', suppliers', employees' or stockholders' names, addresses or other data to outside solicitors.
- Willfully destroying or altering Company records.
- Falsification of education, skills, experience or other pertinent data shown on initial or subsequent personnel records relied on for hiring or subsequent promotion.
- Making false entries in the Company's accounting forms, records or books of account and misleading reporting thereon.
- Preparation of operating, personnel or other reports and studies which are intentionally false, incomplete or misleading.
- Willful, unauthorized destruction or alteration of Company computer programs and data.

## ALCOHOL AND DRUG USE

25. The use of alcohol or unlawful drugs while at work is prohibited.

Some examples of violations:

- Driving a Company vehicle or any other vehicle while on Company business under the influence of alcohol, narcotics, hallucinogenics or drugs.

## ALCOHOL AND DRUG USE (CONT.)

Some examples of violations: (cont.)

- Use, possession, sale, transfer or purchase of marijuana, hashish or other controlled substances while at work or on Company property.
- Being under the influence of alcoholic beverages while at work or on Company property.
- Use or misuse of medications or prescription drugs which significantly affect employee's ability to safely and efficiently perform his/her assignment.
- Selling, transferring or purchasing unlawfully any prescription drugs.

## EQUAL EMPLOYMENT OPPORTUNITY

- \*26. Violations of Company Equal Employment Opportunity policies may not only result in disciplinary action, but employees are advised that liability stemming from State and Federal complaints and lawsuits may be extended beyond the Company to co-workers and their supervisors who engage in or condone such activity.

Some examples of violations are:

- Decisions related to employment, advancement, transfer, demotion, layoff, termination, rate of pay or training selection which are based on race, color, religion, age, sex, national origin, handicap, veteran status, pregnancy, marital status, sexual orientation, ancestry, medical condition or any other non-job-related factor.
- Engagement in unwelcome sexual advances, requests for sexual favors or verbal or physical conduct which might reasonably be construed as being of a sexual nature.
- Any verbal conduct which might be construed as an ethnic or religious slur.

Attachment E

GUIDELINES FOR HANDLING VIOLATIONS of  
ACCIDENT PREVENTION RULE 13 and  
STANDARD PRACTICE 735.6-1

2.1.4 Drug/Alcohol Use

Standard Practice 735.6-1 and Accident Prevention Rule 13 both prohibit the possession or use of alcohol and drugs while an employee is on duty. In the interest of safety, all employees must be in full control of their faculties while on duty.

A. When it appears that an employee is under the influence of an intoxicant, the supervisor will:

1. Have the employee observed by at least one other reliable witness, preferably another supervisor.
2. If both agree that the employee is under the influence of an intoxicant, the employee should be immediately referred to a physician for medical clarification of his/her condition. The physician should attempt to obtain a blood or urine sample from the employee. The employee has the right to refuse to see a physician or provide blood or urine samples.
3. If appropriate, advise the shop steward of the situation.
4. Notify the employee that he/she is suspended without pay pending a company decision in the case.

GUIDELINES FOR HANDLING VIOLATIONS OF  
ACCIDENT PREVENTION RULE 13 AND STANDARD PRACTICE 735.6-1

Accident Prevention Rule 13, revised July, 1980, reads as follows:

\*13. Intoxicants

- (a) Use of intoxicants by any employee during working hours is prohibited, and any violations will be sufficient cause for dismissal.
- (b) Any employee reporting for duty while under the influence of intoxicants shall not be allowed to assume his/her duties."

In the interest of safety all employees must be in full control of their faculties while on duty. Obviously, violations of Accident Prevention Rule 13 cannot be allowed.

There are some basic characteristics of intoxication which may be observed and should be noted. These are:

1. The person's equilibrium. Compare the questioned equilibrium with the normal equilibrium of the person. Does the person stagger when walking or standing still? Does the person sway from side to side, or backward and forward when standing?
2. The person's manner of speech. Compare the questioned manner of speech with the person's normal manner of speech. Is it slurred? Is it rapid or exceptionally slow?
3. The person's mental reactions. Compare the questioned mental reactions with the normal mental reactions of this person. This may be done by observing the person in conversation with others, or personally. Are statements consistent with the current topic of conversation? Does the person's attention wander?
4. The odor of intoxicants on breath or clothing. If the person has used an alcoholic beverage this odor may be present on the breath and/or clothing of the person. If the person has smoked marijuana there may be the odor of burnt rope about the person's breath and clothing. If some other intoxicant or drug has been used there may be no odor. Any suspect odor or the lack of odor should be noted.
5. Coordination. Compare the questioned coordination or lack of coordination with the person's normal coordination. Can the person perform normal job tasks?
6. Eyes. Are the person's eyes normal? Are the pupils constricted or dilated? Are the eyes extremely red or red rimmed? Does the person have difficulty focusing?
7. The general appearance of the person. Is the questioned appearance normal or abnormal? Is the person's clothing soiled, wrinkled, torn? Is the person normally neat and well groomed?

A supervisor will, in most cases be familiar with the employees and be able to consider what is normal or abnormal behavior. If the supervisor is not familiar with the normal condition of the employee a determination will have to be made by the supervisor regarding the employee's condition.

When it appears that an employee is under the influence of an intoxicant the supervisor shall, when possible, have the employee observed by at least one other reliable witness, preferably another supervisor.

Once the supervisor has made the observations and concluded that the employee is under the influence of an intoxicant, the employee should be immediately referred to a physician for medical clarification of his/her condition. An attempt should be made to obtain a blood or urine sample from the employee by the physician.

The employee does have the right to refuse to see a physician or provide a blood or urine sample.

At this point the supervisor should advise the Shop Steward of the situation.

The employee will now be notified, by the appropriate supervisor, that he/she is suspended without pay, pending a Company decision concerning the case. Employees must not be placed on sick leave, vacation or other types of leave.

Arrangements shall be made to transport the employee home. If the employee refuses transportation, he/she should be encouraged to accept. If the employee still refuses transportation it may become necessary to contact local law enforcement authorities for assistance. The employee should be ordered at this point by the supervisor not to leave or operate a motor vehicle. This should be done with the Shop Steward or another reliable witness present. Do not detain the employee against his/her will.

Report the incident to your supervisor immediately. Those supervisors involved should prepare a memorandum regarding the incident as soon as possible. This will aid in providing an accurate record of what occurred and provide information for any subsequent investigation and any application of constructive discipline.

## ACCIDENT PREVENTION RULE #11

### Qualifications for Duty

- (a) No employee shall attempt work for which he is not mentally and physically fit.
- (b) Any employee in charge, having reasonable grounds to suspect that an employee under his jurisdiction is either mentally or physically unfit for the work assigned, shall prohibit such employee from working until satisfactory medical or other evidence indicating his fitness is secured.

**PGandE****FOR INTRA-COMPANY USES**

From Division or  
Department PERSONNEL RELATIONS

FILE NO. 712.11

RE LETTER OF

SUBJECT Preemployment Physical Examinations -  
Drug Analysis Procedures

To Division or  
Department

March 13, 1985

REGIONAL PERSONNEL MANAGERS  
G.O. PERSONNEL DIRECTORS/SUPERVISORS

We recently concluded contract negotiations with PharmChem Laboratories, Incorporated, to perform drug analysis testing; and we may now implement the drug analysis procedure. The following materials are enclosed to assist you in this regard:

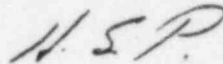
1. "Preemployment Drug Analysis Procedures" - Describes Personnel Department procedures for handling drug analysis testing. This information will be incorporated into Standard Practice 712-1 when it is revised.
2. "Preemployment Panel Physicians/Courier Services List" - This is an abbreviated listing of recommended PGandE panel physicians to contact to perform the preemployment physical examination. This partial listing was developed by General Construction Personnel for use in their drug screen pilot program. We recommend maintaining the number of panel physicians at the existing level in order to ensure quality control. This list also shows the courier services to contact for pickup and delivery of urine samples to PharmChem.
3. "Physical Examination and Drug and Alcohol Analysis Procedures" - Describes the examining physician's procedures for performing the preemployment physical examination and for collecting the urine sample for drug analysis testing. It is important that your employment representatives review these procedures with any physician or medical facility who performs these services for us.
4. "General Information on PharmChem Contract" - Provides a brief summary of the general conditions contained in the contract. If you wish, you may obtain a copy of the detailed 18-page PharmChem contract by calling Barbara Hanna at Extension 222-4434.
5. "PGandE Address/I.D. List" - Listing of each Personnel Department which will be using PharmChem Laboratories' services. PharmChem has provided each office with a "Lab I.D. No.," which each must use whenever they are contacting PharmChem. PharmChem's phone number for incoming calls is (415) 328-6200. Their operator will make connections with the appropriate department per Item #1.

March 13, 1985

6. PGandE Password - Whenever your office contacts PharmChem, you must provide our password, in addition to the information mentioned in Item #5. The password is shown on an enclosed buck slip; please memorize the password and then toss it. The password will change from time to time.
7. A small supply of "Chain Of Custody For Drug And Alcohol Analysis" and "Release of Medical Information" forms are enclosed to get you started. You may order additional quantities of these forms from the Materials facility at Fremont.
8. A copy of a PharmChem Newsletter which addresses the legal issues involved in "Drug Detection Programs in Industry."

PharmChem has advised us they have already delivered an initial shipment of 50 sets of drug analysis supplies to each Personnel office. If this quantity is insufficient, please refer to the "Preemployment Drug Analysis Procedures" for information on how to obtain more. We recommend that your employment representatives provide your panel physicians with some of these supplies when they meet with them to discuss the new procedures, per Item #3.

If you have any questions or comments on the new preemployment drug analysis procedures, please call Ms. Sue Lee on Extension 222-4240.



H. S. PITNER

SWLee(222-4240):jm

Enclosures

cc: JSCooper (w/enclosures)  
RHCunningham (w/enclosures)  
EBLangley, Jr./SJPavlina  
G.O. Personnel Relations Directors (w/enclosures)  
Regional Managers

(4-15-85)

### Preemployment Drug Analysis Procedures

18. Prior to offering employment, all applicants (clerical, physical, technical, and salaried) must be given a preemployment physical examination which will include a drug analysis procedure. (NOTE: This includes summer hires and other short-term PGandE employees). This examination will be given by a medical doctor listed on the Company's panel of physicians at no expense to the applicant. If the applicant is outside PGandE's service area, the local Personnel Department is responsible for selecting another physician/medical facility to perform the examination, or else for providing the applicant with a sealed "out-of-service-area" drug analysis supplies packet which the applicant will take to the doctor of their choice. The results of these examinations must be known before an applicant is employed.

Applicants cannot be required to take the physical examination and drug analysis test. However, if the applicant refuses, that stops the employment procedure for that applicant. Appropriate notations should be made on the "Interviewer's Evaluation Summary" form, Code 62-3270.

When an applicant is tentatively selected, a physical examination will be scheduled.

### Preemployment Physical Examination Procedure

#### A. Procedures Prior to Physical Examination

<u>Responsibility</u>	<u>Action</u>
Local Personnel Department	<ol style="list-style-type: none"><li>1. Completes the "Request for Physical Examination" form, Code 62-0681, and retains the "Notification of Request" portion for verification of doctor's invoices.</li><li>2. Completes the top portion of the "Preemployment Physical Examination Form," Code 62-6397.</li><li>3. Informs applicant drug analysis testing is part of the physical examination.</li><li>4. Completes the top portion of the "Chain Of Custody For Drug And Alcohol Analysis" form ("Chain of Custody"), Code 62-4161, noting the name, address, and phone number of the Personnel Department representative who is to be contacted with the drug analysis results; checks the "Preemployment Drug Analysis" box; and notes their "Laboratory I.D. number" in the upper right-hand corner of the form.</li></ol>

<u>Responsibility</u>	<u>Action</u>
Local Personnel Department	5. Completes the required information in Section #1 of the "Release of Medical Information" form, Code 62-4160.
Applicant	6. Signs and dates the "Release of Medical Information" form.
Local Personnel Department	7. Emphasizes to applicant that any substances presently being taken should be clearly noted on the "Preemployment Medical History" form, Code 62-3291.
	8. Ensures physical examination and drug analysis testing is scheduled as closely as practicable following the determination that a job offer will be made to the applicant.

NOTE: Delays by either the Company or applicant will tend to negate the effectiveness of the drug analysis test procedure.

9. Places the "Request for Physical Examination" form along with copies of the following documents in its own envelope and then seals it.
  - "Preemployment Medical History" form, Code 62-3291;
  - "Preemployment Physical Examination Form," Code 62-6397;
  - Listing of the appropriate physical requirements from the document, "Physical Requirements, Pacific Gas and Electric Company;"
  - Doctor's copy (yellow) of the "Release of Medical Information," Code 62-4160 (Personnel Department retains white copy); and
  - All copies of the "Chain Of Custody For Drug And Alcohol Analysis," Code 62-4161.

Gives sealed envelope to applicant.

<u>Responsibility</u>	<u>Action</u>
Applicant	10. Takes the sealed envelope described in Paragraph #9 and delivers it to the examining physician.

B. PGandE Panel Physician Procedures

<u>Responsibility</u>	<u>Action</u>
PGandE Panel Physician	<ol style="list-style-type: none"><li>1. Takes the sealed envelope from applicant and checks it to ensure documents per Paragraph #9 are enclosed.</li><li>2. Retains the "Request For Physical Examination" form, which will be returned later as an attachment to the billing for the physical examination.</li><li>3. Performs the physical examination procedure, makes appropriate notations on the "Preemployment Physical Examination Form," and returns it along with the "Preemployment Medical History" form to the local Personnel Department.</li><li>4. Obtains urine specimen from applicant and completes the required information on the specimen labels for the urine sample bottle and mailer carton, as follows:<ul style="list-style-type: none"><li>- Specimen Date: Notes date urine sample was collected.</li><li>- Spec. ID/Code No.: Notes applicant's initials and social security number.</li></ul></li></ol>

NOTE: If the Panel Physician is unable to obtain a sufficient urine sample from the applicant, he/she will notify the local Personnel Department and then send the applicant back to their office. At that time, the local Personnel Department will reschedule another doctor's appointment, as soon as possible, for the applicant to give another urine sample. Appropriate notations should be made on the "Interviewer's Evaluation Summary" form, Code 62-327U.

5. Affixes specimen label to urine sample bottle, uses evidence tape to seal sample bottle cap, and places bottle in plastic bag provided.

<u>Responsibility</u>	<u>Action</u>
PGandE Panel Physician	6. Completes Items #1 through #8 on the "Chain of Custody" form.
Applicant	7. Completes Item #9 on the "Chain of Custody" form.
PGandE Panel Physician	8. Completes Item #10 on the "Chain of Custody" form, places all five copies of this form along with the plastic bag containing the urine sample in the mailer carton and then contacts courier service to pick up mailer carton and deliver it to laboratory for analysis.

C. Procedures Following the Physical Examination

<u>Responsibility</u>	<u>Action</u>
Local Personnel Department	1. Thoroughly reviews the completed "Preemployment Physical Examination Form," Code 62-6397, to ensure compliance with the physical standards of the job.
	2. Receives drug analysis test results by phone from the laboratory, then takes appropriate action with applicant.
	3. Informs applicant of physical examination and drug analysis test results.
	a. Tactfully informs applicants failing to pass the job-related physical examination they do not meet our employment requirements. Further informs applicant reason for failed physical examination; e.g., applicant has a serious back injury which is job related.

NOTE: Physical requirements may be waived and panel doctor's recommendations set aside only with the approval of the Director of Staffing, Personnel Relations Department.

4. Notifies applicants of positive drug analysis test results, if results were positive (failed).

NOTES:

Positive drug analysis test results may be set aside only if there is medical or laboratory evidence that the test was invalid.

Normally, applicants with positive drug analysis test results will not be considered for employment until one year has passed. In these cases, the individual must reapply, be considered qualified and be given another physical examination and drug analysis test.

In most situations, positive drug analysis test results will stop the employment process. Personnel managers and employment representatives, however, need to remain alert for these few situations where unusual circumstances may make positive test results questionable. In these few situations, the Personnel Department should conduct discussions with competent medical authorities, including persons at the chemical laboratory, before taking any action, including a retest on the original urine sample.

Responsibility

Action

Local Personnel Department

5. Contacts the appropriate person at the chemical laboratory concerning any questionable positive drug analysis test results, general inquiries, problems, etc. Provides the contact person with the PGandE password and laboratory I.D. number. The phone number for the laboratory is (415) 328-6200:

Questionable Drug Analysis Results:

Primary Contact: Bob Fogerson  
Secondary Contact: John McLenegan

Billing Inquiries: Jude Darone

General Inquiries: Sandi Daily

Request Supplies: Shipping Department

NOTE: We recommend that each local Personnel Department maintains a minimum stock level of 10 sets of drug analysis test supplies. Please reorder when your stock reaches this level. You should not borrow these supplies from other Personnel Departments, as the specimen bottle labels have been prestamped with individual lab. I.D. numbers prior to shipping to PGandE.

6. Receives original copy (white) of the "Chain of Custody" form, Code 62-4161, from laboratory.

<u>Responsibility</u>	<u>Action</u>
Local Personnel Department	<ol style="list-style-type: none"><li>7. Maintains the following documents as confidential for one year.<ul style="list-style-type: none"><li>- "Preemployment Medical History" form, Code 62-3291;</li><li>- "Preemployment Physical Examination Form," Code 62-6397;</li><li>- "Release of Medical Information" form, Code 62-4160; and</li><li>- "Chain Of Custody For Drug And Alcohol Analysis," Code 62-4161.</li></ul></li><li>8. Maintains the documents per Paragraph #7 in a file separate from the 701 file if the applicant is hired.</li></ol>

(4-15-85)

PREEMPLOYMENT PANEL PHYSICIANS

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
ANGELS CAMP		
* D. L. Albasio	1243 Main Street (209) 736-2573	No courier available
ANTIUCH		
Howard Friesen	1130 "A" Street (415) 757-2250	Medical Courier 800-652-1147
AUBURN		
T. J. Rossitto	11483 "B" Avenue, Ste. 3 (916) 885-7221	Medical Courier 800-652-1147
BAKERSFIELD		
**S. Parrish	3535 San Dimas (805) 325-4188	Pony Express (213) 620-1030
W. B. Christiansen	2021 - 22nd Street (805) 327-9617	Pony Express (213) 620-1030
BIG CREEK		
William B. Hayden	P.O. Box 118 (209) 893-3434	United Courier (209) 233-5855
BURNEY		
**William L. Howlett	1847 Commerce Way (916) 335-2257	United Courier (916) 739-8821
BUTTONWILLOW		
Buttonwillow Health Center	277 East Front (805) 764-5211	United Courier (209) 233-5855
CHICO		
Bruce Michael Aikin	1600 Esplanade, Ste. 8 (916) 891-6331	Pony Express (916) 371-0195
**Gene Desautels	2170 Esplanade Avenue	Pony Express
**Geraldyn Flaig	(916) 895-1132	(916) 371-0195
**Ray Grossman	376 Vallombrosia Avenue	Pony Express
	(916) 891-1676	(916) 371-0195
**James Westcott	572 Rio Linda Drive, Ste. 104	Pony Express
	(916) 893-8777	

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
COALINGA		
**Hans J. Zwany	450 North Third Street (209) 935-2923 (209) 935-2931	Pony Express (209) 252-5101
COLFAX		
Henry Holmes	105 Auburn Street (916) 346-2244	United Courier (916) 739-8821
COLUSA		
L. E. Wragg	124 East Webster (916) 458-5844	Pony Express (916) 371-0195
CONCURD		
W. W. Bigelow	2415 High School Avenue (415) 689-1260	Medical Courier 800-652-1147
COTTONWOOD		
James M. Rifert	Third & Main Street (916) 347-3418 (916) 347-3758	United Courier (916) 739-8821
DAVIS		
J. A. Kennedy	635 Anderson Road, #5 (916) 753-2841	Medical Courier 800-652-1147
EUREKA		
**Eureka Family Practice	2412 Buhne Street (707) 443-8335	United Courier (707) 444-4008
FORT BRAGG		
Mervyn R. Hamlin	120 West Fir Street (707) 964-4751	United Courier (916) 739-8821
FREMONT		
California Industrial Medical Clinics	43490 Grimmer Boulevard (415) 490-4470	Medical Courier 800-652-1147

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
<u>FRESNO</u>		
**U. B. Doyle	2900 Fresno Street, #108 (209) 233-2149	Pony Express (209) 252-5101
William R. Carney	3714 North First Street (209) 224-1371	Pony Express (209) 252-5101
**Edward W. Sutton	1300 North Fresno Street (209) 268-0666	Pony Express (209) 252-5101
<u>GARBERVILLE</u>		
Mark Phelps and Robert L. Whitaker	733 Cedar Street (707) 923-2101	United Courier (916) 739-8821
<u>GRASS VALLEY</u>		
Greyy A. Steber	150 Catherine Lane (916) 272-2261	Medical Courier 800-652-1147
<u>GUSTINE</u>		
W. G. Wagers	554 Fifth Street (209) 854-6407	Pony Express (209) 823-4512
<u>HAYWARD</u>		
Hayward Industrial Medical Group	20900 Corsair Boulevard (415) 783-1554	Medical Courier 800-652-1147
**Medical Express	22429 Hesperian Boulevard (415) 782-7111	Medical Courier 800-652-1147
<u>HEALDSBURG</u>		
K. Daniel Rose	1310 Prentice Dr., Ste. E (707) 433-5511	Medical Courier 800-652-1147
Edward M. Neal	717 Center Street (707) 433-7258	Medical Courier 800-652-1147
<u>HOLLISTER</u>		
N. L. Currie	370 Seventh Street (408) 637-5873	Medical Courier 800-652-1147
<u>JACKSON</u>		
Leopold Mazzadi	201 Clinton Road, Ste. 106 (209) 223-1550	United Courier (916) 739-8821

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
<b>KING CITY</b>		
**Duane F. Hyde	210 Canal Street (408) 385-5471 (If no answer call (408) 385-5491)	United Courier (415) 861-0353
<b>LAKEPORT</b>		
Donald L. Browning	225 South Main Street (707) 263-5680	Medical Courier 800-652-1147
<b>LEMOORE</b>		
Jesse R. Liscomb, Jr.	353 "C" Street, Ste. B (209) 924-8089	Pony Express (209) 252-5101
<b>LIVERMORE</b>		
Robert F. Berson	60 Fenton Street (415) 443-1311	Medical Courier 800-652-1147
<b>LODI</b>		
W. A. Plowman	330 West Lodi Avenue (209) 368-5169	Medical Courier 800-652-1147
<b>LOS ALTOS</b>		
El Camino Emergency and Family Medical Clinic	4906 El Camino Real (415) 968-7524	Medical Courier 800-652-1147
<b>LOS BANOS</b>		
S. Peraiah	600 West "I" Street (209) 826-5224	Pony Express (209) 252-5101
<b>MADEIRA</b>		
G. G. Daygett	500 East Yosemite (209) 673-3535	Pony Express (209) 252-5101
<b>MANTECA</b>		
R. P. Carter	291 McNary Circle (209) 823-7101	Medical Courier 800-652-1147
<b>MARTINEZ</b>		
W. A. Fitzpatrick	3801 Alhambra Avenue (415) 228-3440/1	Medical Courier 800-652-1147

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
<u>MARYSVILLE</u>		
Robert W. Berry	330 "H" Street (916) 742-6422	Medical Courier 800-652-1147
John R. Heckman	330 "H" Street (916) 742-6422	Medical Courier 800-652-1147
<u>MENDOTA</u>		
L. C. Black	507 Oiler Street (209) 655-4248	Pony Express (209) 252-5101
<u>MODESTO</u>		
**Urgent Care Centers of America, Inc.	2272 Tenaya Drive (209) 527-0080	Medical Courier 800-652-1147
<u>MONTEREY</u>		
W. A. Carnazzo	464 Pacific Street (408) 375-5192	Medical Courier 800-652-1147
<u>MORGAN HILL</u>		
Bruno F. Paul	237 West Main Avenue (408) 779-3112	Medical Courier 800-652-1147
<u>NAPA</u>		
Donald E. Slaughter	980 Trancas Street (707) 224-3667	Medical Courier 800-652-1147
<u>NOVATO</u>		
Elboway	1324 Grant Avenue (415) 881-5656	Medical Courier 800-652-1147
Occupational Care Center Oakland Industrial Inc., Inc.	9811 Bigge Avenue (415) 569-3720 7817 Oakport Street (415) 638-0701	Medical Courier 800-652-1147 Medical Courier 800-652-1147
Smith Analysis, Inc.	339 - 19th Street (415) 465-7654	Medical Courier 800-652-1147
**Port Medical Services	2097 - 7th Street (415) 444-8891	Medical Courier 800-652-1147

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
ORLAND		
Frederick Ely	519 Fourth Street (916) 865-4181	United Courier (916) 739-8821
OROVILLE		
George B. Bauder	2767 Olive Highway (916) 533-1175	Pony Express (916) 371-0195
PARADISE		
Dean H. Hoiland	5730 Canyon View Drive (916) 877-4488	United Courier (916) 739-8821
PETALUMA		
James S. Simon	1118 "B" Street (707) 762-4583	Medical Courier 800-652-1147
PITTSBURG		
Randolph J. Clarke	2220 Gladstone Drive, #2 (415) 427-4601	Medical Courier 800-652-1147
PLACERVILLE		
Frank A. Weiser	905 Spring Street (916) 626-7690	United Courier (916) 739-8821
QUINCY		
Mark L. Whitney	Meadow Valley Road (916) 283-1710	United Courier (916) 739-8821
RED BLUFF		
C. R. Milford	1805 Walnut Street (916) 527-5301 (If no answer call (916) 527-1733)	Pony Express (916) 371-0195
REDDING		
Robert E. Milton	844 Hartnell (916) 221-8300	Pony Express (916) 371-0195

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
REDWOOD CITY		
Industrial Medical Clinic	260-A Main Street (415) 367-6345	Medical Courier 800-652-1147
REEDLEY		
Fred O. Loeffler	1311 - 11th Street (209) 638-3566	Pony Express (209) 252-5101
RICHMOND		
J. M. Boomer	186 Broadway (415) 235-1961	Medical Courier 800-652-1147
**David M. Loucas	Richmond Bay Clinic 1301 Cutting Boulevard (415) 235-1820	Medical Courier 800-652-1147
RIO VISTA		
Arthur Paredes	139 Bruning Street (707) 374-2626	Pony Express (415) 952-3300
ROSEVILLE		
John R. Flatt	360 Sunrise Avenue (916) 783-5271	Medical Courier 800-652-1147
SACRAMENTO		
River City Medical Center	155 - 15th Street, Ste. 1 West Sacramento (916) 372-3640	Medical Courier 800-652-1147
ST. HELENA		
Richard W. Neil	1375 Main Street (707) 963-2711	Pony Express (415) 952-3300
SALINAS		
**W. H. Lawler, Jr.	110 John Street (408) 424-7389	Medical Courier 800-652-1147
SAN BRUNO		
San Bruno Immediate Care Medical Clinic	1001 S. ... , Ste. 104 (415) 47 ...	Medical Courier 800-652-1147

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
<b>SAN FRANCISCO</b>		
Sutter Medical Group	1154 Sutter (7 days week, 8 a.m. - 8 p.m.) (415) 441-6930	Medical Courier 800-652-1147
ReadiCare Center	100 Pine Street, Ste. 390 (415) 391-6650	Medical Courier 800-652-1147
H. Wesley Wray	450 Sutter Street, Ste. 1321 (415) 986-5924	Medical Courier 800-652-1147
**Donald R. Adams	2450 - 17th Street (415) 864-8166	Medical Courier 800-652-1147
**Jerry H. Jasculca	Yerba Buena Occupational Medical Center 163 - 2nd Street (415) 543-8200	Medical Courier 800-652-1147
<b>SAN JOSE</b>		
California Industrial Medical Clinic	673 East Brokaw Road (408) 298-6888	Medical Courier 800-652-1147
<b>SAN LUIS OBISPO</b>		
SLO Medical Clinic	1235 Osos Street (805) 546-5600	Pony Express (213) 620-1030
* David W. Ralston	1941 Johnson Avenue, Ste. 203 (805) 541-1177	Pony Express (213) 620-1030
<b>SAN MATEO</b>		
Stanley M. Hanfling	323 North San Mateo Drive (415) 342-8611	Medical Courier 800-652-1147
<b>SAN RAFAEL</b>		
D. L. Wagner	711 "D" Street (415) 453-2813	Medical Courier 800-652-1147
<b>SANTA CLARA</b>		
Allan C. Kramer	2737 Walsh Avenue (408) 727-1900	Medical Courier 800-652-1147
<b>SANTA CRUZ</b>		
Bernard Hilberman	1505 Soquel Drive (408) 462-4500	Medical Courier 800-652-1147

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
SANTA MARIA		
Jules Bertero	201 West Cook Street (805) 925-4614	Pony Express (213) 620-1030
SANTA ROSA		
Herb Brosbe	121 Sotoyme Avenue (707) 542-1611	Medical Courier 800-652-1147
SONOMA		
Paul P. Harrison	699 Fifth Street West (707) 938-1717	Pony Express (415) 952-3300
SONORA		
Denver Edward Perkins	193 South Fairview Lane, Suite 8 (209) 533-1433	Pony Express (209) 823-4512
SOQUEL		
**Barry D. Norvis	4765 Soquel Drive (408) 475-7400	Pony Express (408) 286-1127
SOUTH SAN FRANCISCO		
South San Francisco Medical Center	455 Grand Avenue (415) 588-2012 (415) 355-3428	Medical Courier 800-652-1147
STOCKTON		
California Industrial Medical Clinic, Inc.	1681 West Charter Way (209) 943-2202	Medical Courier 800-652-1147
SUTTER CREEK		
Herbert M. Hobson	30 Main Street (209) 267-5227	United Courier (916) 739-8821
TAFT		
Vibul Tangpraphaphorn	109 Adkisson Way Day: (805) 765-4124 Night: (805) 765-7770	United Courier (805) 327-7681

<u>TOWN/DOCTOR</u>	<u>ADDRESS/TELEPHONE</u>	<u>COURIER</u>
TRACY		
Tracy Medical Center	500 East 11th Street (209) 835-4232	Medical Courier 800-652-1147
TURLOCK		
MID-CAL MEDICAL CLINIC Wayne B. Bigelow	990 Delbon Avenue (209) 632-3966	Medical Courier 800-652-1147
Franklin B. Davis	990 Delbon Avenue (209) 632-3966	Medical Courier 800-652-1147
UKIAH		
Trinita Concepcion	105 West Clay (707) 462-4086	Medical Courier 800-652-1147
VACAVILLE		
R. B. Rushford	601 Buck Avenue (707) 448-7188	Medical Courier 800-652-1147
VALLEJO		
R. M. Gibbons	1617 Broadway (707) 552-3000	Medical Courier 800-652-1147
VISALIA		
Larry Cho	627 West Acequia (209) 627-3222	Pony Express (209) 252-5101
WALNUT CREEK		
Louis E. Arnaud	1181 Boulevard Way (415) 934-7691	Medical Courier 800-652-1147
WATSONVILLE		
David E. Bushman	30 Brennan Street (408) 724-2433	Medical Courier 800-652-1147
WEAVERVILLE		
William Nilssen, Jr.	Garden Gulch Street (916) 623-3582 (If no answer call (916) 623-5541)	United Courier (916) 739-8821

TOWN/DOCTORADDRESS/TELEPHONECOURIER

## WILLITS

Luther T. Adams

1196 South Main Street  
(707) 459-9444United Courier  
(415) 861-0353

## WILLOWS

Joseph A. Duda

334 West Sycamore Street  
(916) 934-7706United Courier  
(916) 739-8821

## WOODLAND

R. P. Armstrong

Three Court Street  
(916) 662-4671Medical Courier  
800-652-1147

\* - Willing to Fly

\*\*- New Panel Physician on List or Revision Was Made

(4-15-85)

Physical Examination  
And  
Drug and Alcohol Analysis Procedures

Pacific Gas and Electric Company (PGandE) has implemented a drug and alcohol analysis testing procedure as part of our routine preemployment physical examination procedure. Your facility has been or is being provided with the appropriate supplies to perform a preemployment physical examination and to collect a urine sample. When a PGandE applicant has been referred to your office for a physical examination, please follow the guidelines outlined below. Your cooperation is appreciated and will ensure the validity of drug analysis test results.

A. Physical Examination Procedures

Responsibility	Action
Examining Physician	<ol style="list-style-type: none"><li>1. Takes the sealed envelope from the applicant and checks its contents to ensure the following documents are enclosed.<ul style="list-style-type: none"><li>— "Request For Physical Examination And Instructions For Billing" form, Code 62-0681;</li><li>— "Preemployment Medical History," Code 62-3291;</li><li>— "Preemployment Physical Examination Form," Code 62-6397;</li><li>— Listing of physical requirements from the document, "Physical Requirements, Pacific Gas and Electric Company," if applicable;</li><li>— "Release of Medical Information," Code 62-4160 (Yellow Copy); and</li><li>— "Chain Of Custody For Drug And Alcohol Analysis," Code 62-4161 (All 5 Copies).</li></ul></li><li>2. Performs the physical examination procedure, makes appropriate notations on the "Preemployment Physical Examination Form," and returns it along with the "Preemployment Medical History" form to the originating Personnel Department.</li></ol>

## B. Urine Specimen Collection

<u>Responsibility</u>	<u>Action</u>
Examining Physician	<ol style="list-style-type: none"><li>1. Checks to ensure the following supplies are on hand to collect the urine sample.<ul style="list-style-type: none"><li>___ Cap for Vial</li><li>___ Evidence Tape</li><li>___ Label for Sample Bottle</li><li>___ Mailer Carton</li><li>___ Plastic Bag for Sample Bottle</li><li>___ Vial</li></ul></li><li>2. Collects the urine specimen using the sample bottle provided.</li></ol>

NOTE: If it is necessary for the applicant to initially give you the urine specimen in a container other than the sample bottle provided, it is imperative that the applicant him/herself later transfer the urine to the sample bottle provided.

3. Checks to ensure the urine sample collected is warm and contains 45 ml. of urine or is at least 3/4 full

### NOTES:

If it becomes necessary to retain the urine specimen overnight, the laboratory recommends that it be refrigerated until it can be picked up by the courier.

The chemical laboratory will not accept any urine specimens which contain less than this amount. If the applicant does not provide the required urine specimen amount, please dispose of the sample, as the applicant must not be allowed to add or alter the initial urine specimen collected. Then notify the local Personnel Department and send the applicant back to their office. The Personnel Department will reschedule the applicant for another doctor's appointment in order to obtain the urine specimen.

Examining Physician	<ol style="list-style-type: none"><li>4. Completes the required information on the specimen labels for the urine sample bottle and mailer carton, as follows:<ul style="list-style-type: none"><li>- Specimen Date: Notes date urine sample was collected.</li><li>- Spec. ID/Code No.: Notes applicant's initials and social security number.</li></ul></li></ol>
---------------------	--

<u>Responsibility</u>	<u>Action</u>
Examining Physician	5. Affixes specimen label to urine sample bottle, uses evidence tape to seal sample bottle cap, and places bottle in plastic bag provided.
	6. Completes Items 1 through 8 on the "Chain of Custody" form.
Applicant	7. Completes Item 9 on the "Chain of Custody" form.
Examining Physician	8. Completes Item 10 on the "Chain of Custody" form, places all five copies of this form along with the plastic bag containing the urine sample in the mailer carton, and then contacts a courier service to pickup the mailer carton for delivery to the chemical laboratory.

C. Billing Procedures

<u>Responsibility</u>	<u>Action</u>
Examining Physician	1. Submits billing statement in triplicate to appropriate PGandE office with the "Request For Physical Examination and Instructions For Billing" form attached.
Appropriate PGandE Office	2. Processes doctor's billing statement for payment.

General Information On PharmChem Contract

Rates

PGandE agrees to pay PharmChem an all-inclusive rate of \$20.30 for each preemployment drug analysis test performed. This rate includes, but is not limited to supplies, such as, vials, caps, labels, evidence tape, mailer cartons, freight and postage costs, courier service costs; and reporting costs, such as, telephone charges and copies of test results.

If PharmChem receives an insufficient urine specimen and cannot perform the normal range of agreed-upon drug analysis testing, PGandE nevertheless agrees to pay PharmChem the rate of \$10.15 to cover courier and/or other handling costs.

Preemployment Drug Analysis Test Procedures

This section of the contract describes agreed-upon turnaround times for handling urine specimen pickup, testing, and reporting of test results. Basically, they are as follows:

Urine Specimen Pickup

Courier service will provide same-day pickup service from physician's office or medical facility. Courier service must deliver specimen to PharmChem no later than the following day.

Drug Analysis Testing

PharmChem will perform testing within 24 hours of receipt of urine specimen.

Reporting Test Results By Telephone:

If the result is negative (pass), PharmChem will notify PGandE of the test results within 2 days of the date the urine specimen was collected at the doctor's office.

If the result is positive (fail), PharmChem will notify PGandE of the test results within 4 days of the date the urine specimen was collected at the doctor's office.

Written Test Results

Upon completion of the drug analysis testing, PharmChem will send written notification of test results the same day verbal notification was made.

March 12, 1985

Billing

On a monthly basis, PharmChem will submit invoices to each local Personnel Department for expenses incurred in the preceding calendar month. Each invoice will be in triplicate and show the description of service performed, cost per unit, and number of units performed. A copy of each "Chain of Custody" form for each unit billed will be attached to the invoice.

Our contract requires that we pay PharmChem within 21 days from the day we receive their invoice. This means that your office should process their invoice for payment no later than 5 days after receipt, in order to allow adequate lead time for Disbursement Accounting to process the invoice and prepare the check.

Monthly Reports

Personnel Operations Section will receive a monthly report from PharmChem which details system-wide drug analysis test results. We will share this information with you.

(3-01-85)

PfandE Address/I.D. List

## EAST BAY REGION (REGION I)

East Bay Region Personnel  
1919 Webster Street, 5th Floor  
Oakland, CA 94612  
(415) 835-8500  
Lab I.D. No. I-A

Central District Personnel  
1919 Webster Street, 1st Floor  
Oakland, CA 94612  
(415) 835-8500  
Lab I.D. No. I-B

Bay District Personnel  
244 Harbour Way  
Richmond, CA 94802  
(415) 232-7363  
Lab I.D. No. I-C

Mission District Personnel  
24300 Clawiter  
Hayward, CA 94548  
(415) 783-2380  
Lab I.D. No. I-D

OSDU - Concord  
1030 Detroit Avenue  
Concord, CA 94518  
(415) 685-4441  
Lab I.D. No. I-E

## GOLDEN GATE REGION (REGION II)

Golden Gate Region Personnel  
1170 Market Street  
San Francisco, CA 94102  
(415) 781-4211  
Lab I.D. No. II-A

Peninsula District Personnel  
1970 Industrial Way  
Belmont, CA 94002  
(415) 592-9200  
Lab I.D. No. II-B

## MISSION TRAIL REGION (REGION III)

Mission Trail Region Personnel  
111 Almaden Boulevard  
San Jose, CA 95115-0005  
(408) 298-3333  
Lab I.D. No. III-A

Coast Valleys Division Personnel  
356 East Alisal  
Salinas, CA 93912  
(408) 422-8822  
Lab I.D. No. III-C

Coast District Personnel  
1543 Pacific Avenue  
Santa Cruz, CA 95060  
(408) 298-3333  
Lab I.D. No. III-B

Los Padres District Personnel  
410 Higuera  
San Luis Obispo, CA 93406  
(805) 544-3334  
Lab I.D. No. III-D

## REDWOOD REGION (REGION IV)

Redwood Region Personnel  
999 Third Street  
San Rafael, CA 94912  
(415) 456-7272  
Lab I.D. No. IV-A

USIU - Santa Rosa  
3965 Occidental Road  
Santa Rosa, CA 94502  
(707) 544-2235  
Lab I.D. No. IV-C

Vallejo District Personnel  
1 Florida Street  
Vallejo, CA 94590  
(707) 643-0191  
Lab I.D. No. IV-B

Humboldt Division Personnel  
1034 - 6th Street  
Eureka, CA 95501  
(707) 443-0821  
Lab I.D. No. IV-D

## SACRAMENTO VALLEY REGION (REGION V)

Sacramento Valley Region Personnel  
555b Florin Perkins  
Sacramento, CA 95826  
(916) 383-4141  
Lab I.D. No. V-A

Colgate Division Personnel  
530 "E" Street  
Marysville, CA 95901  
(916) 742-7344  
Lab I.D. No. V-C

De Sabla Division Personnel  
350 Salem Street  
Chico, CA 95926  
(916) 343-5521  
Lab I.D. No. V-B

Drum Division Personnel  
1050 High Street  
Auburn, CA 95603  
(916) 885-2431  
Lab I.D. No. V-D

Shasta Division Personnel  
814 Main Street  
Red Bluff, CA 96080  
(916) 527-5880  
Lab I.D. No. V-E

## SAN JOAQUIN VALLEY REGION (REGION VI)

San Joaquin Valley Region Personnel  
1401 Fulton Street  
Fresno, CA 93760  
(209) 268-0441  
Lab I.D. No. VI-A

Stockton Division Personnel  
4040 West Lane  
Stockton, CA 95201  
(209) 466-2261  
Lab I.D. No. VI-B

Kern District Personnel  
1918 "H" Street  
Bakersfield, CA 93301  
(805) 327-9561  
Lab I.D. No. VI-C

## GENERAL CONSTRUCTION PERSONNEL (REION VII)

G. C. Personnel - San Francisco  
345 Mission Street, 6th Street  
San Francisco, CA 94106  
(415) 972-5740  
Lab I.D. No. VII-A

G. C. Personnel - Davis  
316 "L" Street  
Davis, CA 95616  
(916) 753-5625  
Lab I.D. No. VII-C

G. C. Personnel - Pittsburg  
799 Railroad Avenue  
Pittsburg, CA 94565  
(415) 432-2700  
Lab I.D. No. VII-B

G. C. Personnel - San Jose  
111 Almaden Boulevard, Rm. 403  
San Jose, CA 95115-0005  
(408) 293-4408  
Lab I.D. No. VII-D

G. C. Personnel - Stockton  
535 South Center Street  
Stockton, Mail Station 52203  
(209) 942-2154  
Lab I.D. No. VII-E

## SENIOR V. P. OPERATIONS PERSONNEL (REGION VIII)

Sr. V.P. Operations Personnel  
245 Market Street, Room 418  
San Francisco, CA 94106  
(415) 972-3468  
Lab I.D. No. VIII-A

Material Distribution  
4525 Hollis Street  
Emeryville, CA 94608  
(415) 972-7000  
Lab I.D. No. VIII-C

Gas Meter Repair Plant  
42100 Boyce Road  
Fremont, CA 94538  
(415) 656-1050  
Lab I.D. No. VIII-B

Pipeline Operations Personnel  
375 North Wiget Lane  
Walnut Creek, CA 94598  
(415) 943-7986  
Lab I.D. No. VIII-D

## STEAM GENERATION PERSONNEL (REGION IX)

Steam Generation Personnel  
77 Beale Street, 30th Floor  
San Francisco, CA 94106  
(415) 972-4281  
Lab I.D. No. IX-A

Eastern Region Personnel  
696 West 10th Street  
Pittsburg Power Plant, CA 94565  
(415) 439-9121  
Lab I.D. No. IX-C

Geothermal Region Personnel  
West Geysers Power Plant  
Healdsburg, CA 95448  
(707) 433-0486  
Lab I.D. No. IX-B

Southern Region Personnel  
c/o Steam Generation Personnel  
77 Beale Street, 30th Floor  
San Francisco, CA 94106  
(415) 972-4281  
Lab I.D. No. IX-D

NUCLEAR PLANT OPERATIONS (Region X)

NPO Personnel Department  
c/o FERD Personnel  
77 Beale Street, Room F729  
San Francisco, CA 94106  
(805) 595-7351  
Lab I.D. No. X-A

PERSONNEL RELATIONS DEPARTMENT (Region XI)

Professional Employment Office  
77 Beale Street, Rm. F1000  
San Francisco, CA 94106  
(415) 972-5152  
Lab I.D. No. XI-A

General Employment Office  
77 Beale Street, Rm. F1100  
San Francisco, CA 94106  
(415) 972-5385  
Lab I.D. No. XI-B

## Attachment G

### DRUGS IN THE WORKPLACE: INTERVENTIONS FOR SUPERVISORS

#### Objective

- \* To increase the awareness of supervisors of the work performance warning signs which might reflect drug abuse among employees.
- \* To assure that supervisors understand their role and increase their effectiveness in handling an employee who may have a drug abuse problem.

#### Target Group

- \* All supervisory personnel.

#### Content

Within the confines of a 4 hour presentation I feel that the following format should be applicable to your efforts to provide the Oakland Unified School District with a drug prevention education program that is both relevant and successful:

##### I. Introduction

- A. Objectives of meeting
- B. Handout Material

##### II. Overview

- A. Cost of Drugs to Companies
- B. Common drugs in the workplace
- C. Impact of drugs on the work (family) system

##### III. Drug Abuse Video Tape

- A. Questions and answers

##### Break

##### IV. Work Performance Warning signs

- A. Typical Patterns of work difficulties
  - \* Safety
  - \* Unavailability
  - \* Work performance

##### V. Roles and Responsibilities

- A. Supervisor
- B. Employee
- C. Personnel

- D. Employee Assistance Program
  - E. When employee is "intoxicated "
  - F. Medical Clarification
- 
- VI. Interacting/ confronting the employee
    - A. Scenario #1
    - B. Scenario #2
- 
- VII. Guidelines and company policy
    - A. Utilizing personnel and consultation
- 
- VIII. Role of Supervisor
    - A. Most common mistakes
    - B. Alternative approaches
- 
- IX. Role Plays/ practice exercises.
- 
- X. Conclusion/ Summary
    - A. Evaluation Questionnaire

## Attachment H

### EMPLOYEE DRUG PREVENTION TRAINING

#### Objective

- \* To increase the awareness of employees of the impact of drugs on their health, family and workplace.

#### Target Group

- \* All employees

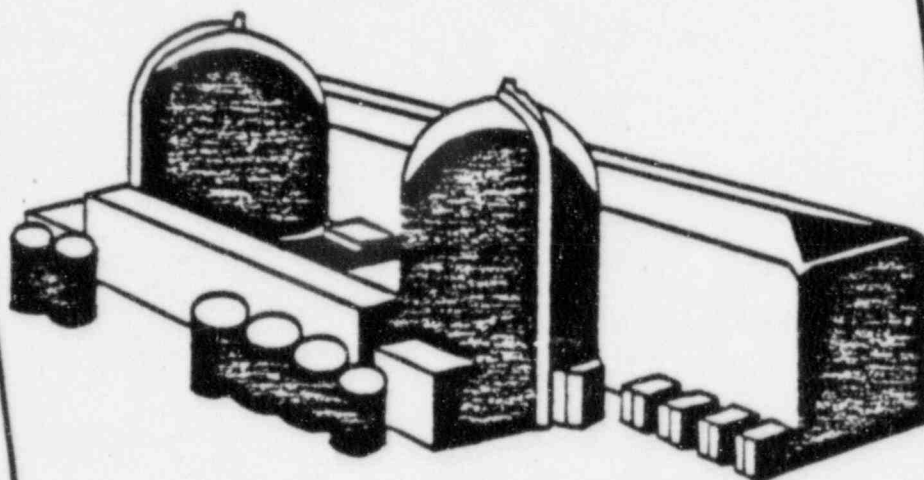
#### Content

Within the confines of a two hour presentation an employee drug education program is available that focuses on the impact of drugs on the family and the workplace. The following format will be followed:

- \* 1/2 hour: overview of cocaine, marijuana, PCP, heroin and amphetamine drug use in the workplace.
- \* 1/2 hour: Impact of drugs on the family and the workplace presentation.
- \* 1/2 hour: Epidemic use of drugs among teenagers and adults.
- \* 1/2 hour: Warning signs of drug abuse among teenagers and co-workers. Questions and answers.

DIABLO CANYON

POWER PLANT



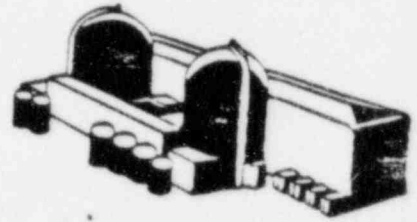
SITE

ACCESS TRAINING\*

GENERAL EMPLOYEE TRAINING

\*for Unescorted Site (Restricted Area) Access

# DIABLO CANYON POWER PLANT



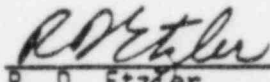
November 1, 1983

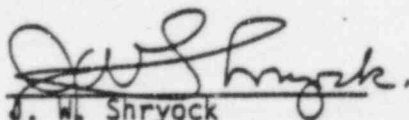
TO ALL EMPLOYEES:

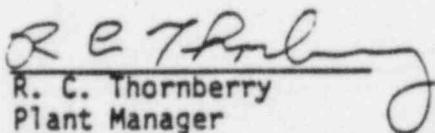
Welcome to the Diablo Canyon Power Plant. It is our hope that your job with us will be safe and productive.

This handout has been prepared to point out the need to be constantly alert for possible hazards on site. Lack of alertness may cause injury to you or others. Nothing in your work is so urgent that it has to be done in a risky manner.

Accidents can be avoided by the use of common sense, being alert and adherence to these instructions. Act safely yourself and insist that those working with you do the same. Make safety your way of life on this project.

  
R. D. Etzler  
Field Construction Manager

  
J. W. Shryock  
Site Completion Manager

  
R. C. Thornberry  
Plant Manager

Issued 11/1/83

PACIFIC GAS AND ELECTRIC COMPANY  
DIABLO CANYON POWER PLANT UNIT NOS. 1 AND 2

DCPP SITE GENERAL RULES AND REGULATIONS (SRD100)

The following Diablo Canyon Rules and Regulations must be read and followed by each person granted access to the site. This includes all personnel, regardless of employer, affiliation, or purpose of visit.

Permission to use the access road and admission to the job site is based upon adherence to the regulations listed herein. FAILURE TO ABIDE BY THE REGULATIONS CAN RESULT IN WITHDRAWAL OF PERMISSION TO ENTER THE PROPERTY, DISCIPLINARY ACTION, DISCHARGE AND/OR LEGAL CHARGES.

1. REPORTING AND BADGING REQUIREMENTS

- a. On arrival at the job site, all visitors must log in and out at the PGandE General Construction Security Office or the PGandE Nuclear Plant Operations Security Building, except those covered in 1.b. directly following.
- b. Non-employee adults may enter the site to deliver or pick up an employee (this clearance is to the parking lot area only). Children may accompany a parent delivering or picking up someone from work, but normally no children will be allowed access to the site without permission from the Project Superintendent or Plant Manager. Persons entering for this purpose must not leave their vehicles and must avoid any unnecessary delay.
- c. Everyone, other than those discussed in 1.b. directly preceding, will be issued an identification badge by G.C. Security. This badge is to be worn on the front upper half of the body, clearly visible, and at all times while on the site. It is not to be altered in any manner. If the badge is lost, this shall be immediately reported to the employee's employer and the appropriate Security Office.

2. VEHICLE OPERATION

- a. Vehicles allowed to enter the project will be issued a pass by GC or NPO Security. A valid vehicle pass must be displayed in the vehicle at all times while on the site. This pass is only to be used by the person to whom it is issued. Lost passes shall be reported to employee's employer and the appropriate Security Office.
- b. All persons granted access to the site must follow directions from the Security Officers and park only in the designated areas.

- c. Speed limits are enforced. The maximum speed is 40 MPH on the access road and in many areas the safe limit is 25 MPH. The road is unbanked and has many blind curves. Drivers must be cautious and alert at all times. Speed limits in the area of the site and parking lots are 15 MPH. Motorcycles are to be driven at all times within the established speed limits and ONLY on established roadways.
- d. To prevent injury and property damage, safe driving habits and adherence to the posted speed limits is required. Any violation of these rules will result in disciplinary action, removal of driving privileges and a disciplinary action report. These rules are established and enforced for your protection.
- e. There will be no walking on the access road. No one is permitted to leave the main road, stop or leave a vehicle, except in an emergency, without approval from Pacific Gas and Electric Company project management. Drivers and passengers must stay with vehicles that break down until assistance is rendered.
- f. PARKING LOT REGULATIONS:
  - 1) Always drive through the lots in the lanes and following the directional arrows.
  - 2) 15 MPH is the MAXIMUM speed limit in the lots.
  - 3) Park in the MARKED areas always with the vehicle headed into the space (not backed up).
  - 4) DO NOT park in the drive lanes or other areas not for parking.
  - 5) During shift change follow the directions of the Security Officers on traffic control and do not park in the lanes waiting for spaces.
  - 6) Driving against the arrows and speeding in the lots can lead to as serious an accident as unsafe driving on the access road and will be treated with the same measure of reprimand.
- g. No private vehicles will be allowed in Plant site construction areas without special permission from the Project Superintendent.

### 3. PEDESTRIAN REQUIREMENTS

- a. All barricades in the plant area must be observed and obeyed at all times. No one is permitted to cross a yellow and black barricade unless allowed to do so by the party who erected the barricade. Red and white barricade tape requires that the person entering be knowledgeable of the hazard and should enter with caution. Yellow and magenta radiological barriers require written permission for entry.

- b. While walking between office and construction areas, be aware of vehicular traffic and stay clear of operating equipment. Stay off or to the side of roadways. Do not walk behind vehicles unless you are certain the driver is aware of your presence, and then never so close that you might possibly be struck by that piece of equipment.
- c. Be careful and pay attention while walking within the buildings. Many crafts are at work overhead and many scaffolds have low bridges in walkways and work areas. They are usually well marked but inattention causes head bumps and bruises. Shield your eyes from exposure to arc welding and grinding operations.

#### 4. PROTECTIVE CLOTHING AND EQUIPMENT

- a. HARD HATS AND FRONTAL EYE PROTECTION shall be worn by ALL PERSONNEL whose work, inspection or tour necessitates entry into or passage through any of the principle plant structures or a construction area.

Under some circumstances an area may not be posted or otherwise designated a Hard Hat Area. A Crew Foreman or Supervisor may require the wearing of hard hats by any personnel in his or her work area for any work exposure he or she deems necessary. When lunch times are staggered, employees taking their lunch break within a construction area are required to wear hard hats and frontal eye protection at all times.

##### BE ON THE ALERT. WHEN IN DOUBT, WEAR YOUR HARD HAT AND FRONTAL EYE PROTECTION.

Personnel reporting to and departing from their shift via established out of door pedestrian corridors shall be exempted from this measure. If not intruded upon by construction activity, control rooms, offices, warehouse and training facilities shall be considered exempt areas.

- b. ADEQUATE CLOTHING, commensurate with an operating plant and construction site, is required while in the plant or field. Specific guidance may be obtained from your work supervisor. When deemed necessary, special protective clothing such as acid gear or anti-contamination clothing will be provided. NO SNEAKERS, TENNIS SHOES, JOGGING SHOES OR OTHER SPORT SHOES, PUSH-ALONG-THONGS, HIGH HEELS OR OPEN SHOES ARE ALLOWED outside the office complex, PARTICULARLY IN ANY CONSTRUCTION AREA, excepting reporting to or departing from work via established pedestrian corridors.

#### 5. ANIMALS ON SITE

Do not approach or harass the Security guard dogs.

No pets or animals of any kind are allowed on site, other than the Security Dogs.

San Luis Obispo County has been designated as a potentially dangerous rabies area by State authorities. The County Health Department has issued an official warning to this effect. Any possibility of rabies must be taken seriously; therefore, the following rules MUST be observed:

- a. Voluntary contact with wild animals on the job site or related areas shall not be allowed.
  - b. Food may not be set out to encourage wild animals to enter work areas or the campsite.
  - c. Caution should be observed to avoid leaving scraps from lunches that would serve the same purpose as intentional feeding of these animals.
6. RANCLANDS - Do not disturb the ranchers or farmers, their employees, their livestock or the land itself.
  7. TRESPASSING on private property surrounding the site is not permitted.
  8. ARCHEOLOGICAL SITES - Entry is not permitted into archeological investigation sites. Indian relics or other archeological items are NOT to be removed from the site. (The removal of any artifacts from the sites or elsewhere is a violation of State Law.)
  9. MATERIALS may not be removed from the site without an approved Material Pass.
  10. BURNING is not permitted on the site without prior permission of the Project Superintendent or Plant Manager and appropriate burning permit obtained from the State Division of Forestry. Do not throw burning objects along the road or at the job site.
  11. LITTERING is not allowed on the site or access road.
  12. CAMERAS are not allowed. If photographs are required in the normal course of work, permission must be obtained from the Project Superintendent or Plant Manager, and a proper Camera Pass obtained.
  13. ENGAGING IN NON-WORK RELATED ACTIVITIES is prohibited. DISCIPLINARY ACTION, up to and including discharge and legal action, will be taken for, but not limited to:
    1. DRINKING, possession or under the influence of alcohol on site.
    2. DRUG possession or under the apparent influence of illegal or nonprescription drugs.
    3. THEFT of employer's, PG&E's or another employee's property.
    4. ATTENDANCE that is poor and/or irregular, including excessive tardiness. Absence without permission for three consecutive days can result in automatic discharge.

5. LOAFING or sleeping during work hours.
  6. LEAVING the work place or the site without supervisor's authorization.
  7. SMOKING in unauthorized areas.
  8. DAMAGING or mutilating company property.
  9. HORSEPLAY.
  10. INSUBORDINATION.
  11. GAMBLING.
  12. REFUSAL to accept work assignment.
  13. FIGHTING or use of threatening behavior.
  14. VIOLATION of any security or safety rule.
  15. DEADLY WEAPON possession.
  16. COOKING or heating food without proper authorization.
  17. UNSATISFACTORY work.
  18. UNAUTHORIZED use of company vehicles.
- 
14. Employees may bring BEVERAGE containers and take coffee, juice, etc. at their place of work as time permits. Leaving the work place for "gatherings" for coffee drinking will not be allowed.
  15. NO FIREARMS are allowed in vehicles or on persons entering the site, with the exception of law enforcement officers and authorized security force personnel.
  16. Employees may not SOLICIT for any sales, raffles or donations without prior permission from the Project Superintendent or Plant Manager.
  17. All employees will be at their WORK LOCATION (tool box or physical location of work task) at the start of the shift, and will work until the authorized quitting time at the end of the shift. Loitering or other late starting and early quitting habits will be subject to disciplinary action.
  18. Whenever an employee LEAVES WORK at other than normal quitting time, it is his or her responsibility to notify the immediate supervisor and receive proper authorization prior to leaving work.
  19. Intoxicating LIQUOR AND NON-PRESCRIPTION DRUGS (other than over-the-counter items such as aspirin) are not permitted on the site (this includes the Company Camp). Anyone suspected of being under the influence of drugs or alcohol will face expulsion from the site and disciplinary action.
  20. ALL VEHICLES AND CONTAINERS (such as tool boxes, bags, carry-all boxes, lunch boxes, etc.) are subject to inspection on demand. Any employee refusing to obey this regulation is subject to immediate discharge.

21. LUNCH BOX INSPECTIONS

- a. Periodic lunch box inspection will be conducted.
- b. These inspections will generally be held at quitting time at the badge alleys to minimize congestion; other inspections may be held as deemed necessary.

22. HUNTING AND FISHING are not allowed.

23. HARD HATS - For PGandE NPO personnel and their visitors and contractors, yellow hard hats will be issued and worn. For Project visitors, PG&E and Bechtel non-manual employees, white hard hats will be issued and worn. Subcontractors will provide their own hard hats. The manual employees will be identified numerically and all manual employees shall have the appropriate band on their hard hats. This colored band should extend completely around the hat. Supervision (i.e., Superintendents, General Foreman and Foreman) will have a distinct letter depicting their position, i.e., Superintendent (S), Engineer (E), General Foreman (GF), and Foreman (F). Any employee who does not display his employee hat number properly or has it altered in any way shall be discharged.

24. Follow all posted WARNINGS and directions; do not alter or remove these unless you have proper authorization.

25. Do not touch or handle any EQUIPMENT with which you are not familiar or for which you do not have proper authorization.

26. There shall be NO DUMPING of oil or any other waste materials down drains or in trenches, ditches, creek beds or on the ground. All waste materials, particularly hazardous wastes, shall be disposed of in the properly designated receptacles. Contact your supervisor or the NPO Chemistry Department (ex. 2341) if you have questions.

27. Any observance of ABERRANT BEHAVIOR, including, but not limited to, apparent intoxication or influence of drugs, irrationality, threatening behavior or criminal activities must be reported immediately to supervision, with further notification to the Security Department as deemed necessary.

28. SECURITY OFFICERS - It is the responsibility of every person on the site to comply and cooperate with the request of the Security Officers on duty.

RADIATION PROTECTION FOR  
SITE (RESTRICTED AREA) ACCESS (RPD800)

- \* NOTE: As a minimum you must read the paragraphs asterisked on the left prior  
\* to signing the acknowledgement.
- \* Title 10 of the Code of Federal Regulations, Part 19 (or 10CFR19) requires that  
\* instruction in Radiation Protection be given everyone working in or frequenting  
\* the plant Restricted Area. This instruction must be commensurate with the  
\* potential radiological health situations appropriate to the access. These  
\* instructions are intended for those people who enter the Diablo Canyon Power  
\* Plant Restricted Area but who generally do not enter plant Protected Areas.
- \* 10CFR20, as enforced by the Nuclear Regulatory Commission (NRC), also requires  
\* that areas of appreciable occupational radiation exposure or radioactive  
\* material concentration be clearly posted as such. At Diablo Canyon such areas  
\* are designated as Radiologically Controlled Areas (rather than Restricted Areas  
\* as in 10CFR20), and are generally located inside the Protected Area.  
\* Therefore, the majority of the radiation dose to which a person may be exposed  
\* who does not enter a Radiologically Controlled Area is normal background  
\* radiation, unrelated to the operation of Diablo Canyon.

But what is radiation and radioactivity? Despite widespread discussion in the news media and among the public, these terms are often misunderstood. Radiation originates from atoms, those submicroscopic bits of matter that compose us and the world around us. Some kinds of atoms, both natural and man-made, are unstable because they possess too much energy. These are called radioactive atoms. They may lose this excess energy by expelling high speed subatomic particles. These particles are the radiation. These radiation particles, ejected from the radioactive material, will travel at or near the speed of light (186,000 miles per second) until they are absorbed by other atoms.

We are constantly being exposed to radiation. It is coming at us from all directions. Most of this radiation is from natural sources, not man-made. This continuous, low level radiation is called background radiation. It comes from outer space, from the air and earth, and from materials within our own bodies. The amount of radiation we receive is called our radiation dose. Radiation dose is measured in units called millirem, or a thousandth of a rem. Sources of background radiation and the average U.S. citizen's yearly dose in millirem (mrem) are listed below.

BACKGROUND RADIATION IN THE U.S.

<u>Source</u>	<u>Approximate Yearly Dose</u> <u>U.S. Average</u>
Cosmic Radiation	30 mrem
Earth Related Radiation (Natural)	30 mrem
Man Enhanced Radiation	5 mrem
Nuclear Weapons (Fallout)	5 mrem
Internal Radiation	20 mrem
TOTAL	90 mrem

Cosmic radiation mostly originates from deep outer space. The yearly dose due to cosmic radiation depends on the recipient's latitude. Doses are higher nearer the earth's poles where the radiation is directed by the earth's magnetic field. The dose also depends on the recipient's altitude. The dose is higher at higher elevations due to less shielding provided by the earth's atmosphere. The yearly dose may be from under 30 mrem per year to over a hundred, depending on location.

Earth related radiation is mostly due to small amounts of natural uranium and thorium and related materials in the soil. The yearly dose is directly dependent on the concentration of these natural materials in the local area. It varies widely from region to region, from about 20 mrem per year to hundreds of mrem per year. Also, natural radon gas diffuses out of the soil into the air. Breathing radon and its related radioactive atoms gives a dose to the lungs higher than the dose to the rest of the body.

The sum of the cosmic and terrestrial radiation doses in the United States for an individual varies from a low of somewhat under 75 mrem/yr (the value at Diablo Canyon) up to 150 mrem/yr (approximate value at Denver, Colorado) and more.

Man enhanced radiation also results mainly from natural uranium and thorium and related materials in the soil. These are liberated by mining of minerals (such as phosphates), extraction and burning of fossil fuels and use of masonry building materials (brick, concrete, stone). The individual yearly dose varies widely in the United States. For example, a number of masonry structures can yield yearly doses of hundreds of millirem, such as in Grand Central Station and the Statue of Liberty in New York.

Radioactive fallout due to atmospheric nuclear bomb testing yields a radiation dose due mainly to the bomb fission products (radioactive daughter atoms resulting from the bomb fission process).

Internal radiation is mostly due to radioactive potassium. Potassium is an element similar to sodium and is likewise essential for human survival, though in smaller amounts than sodium. Of all natural potassium, about 1/100 of 1% is radioactive, remaining from the time when the earth was formed. Since the body's potassium content is under strict biological control, there is not much individual variance in the yearly radiation dose. There are about 200 billion billion naturally radioactive potassium atoms in your body. About 4000 of them emit radiation each second.

Other than background radiation, the major source of radiation dose in the United States is medical use of radiation. This includes diagnostic X-rays, radiopharmaceutical examinations and radiation therapy treatments. The average individual yearly dose is about 90 millirem, mostly due to X-rays.

The average individual yearly radiation dose in the United States due to nuclear power generation is under 1/3 of one millirem. Most of this figure is due to the occupational radiation exposure of the radiation workers (about 50,000) at the plants. The overwhelming majority of the U.S. population receives an essentially zero radiation dose from commercial nuclear power generation. Note that the average radiation dose to individuals within 50 miles of the Three Mile Island accident was about 1 millirem as compared to the normal yearly natural background dose there of about 125 millirem.

- \* Extreme care is taken in the containment of radiation and radioactive
- \* materials at a nuclear power plant. The average annual non-radiation worker
- \* dose due to plant operations is a few millirem or less. The radiation that is
- \* due to reactor operations is also basically the same kind as that from
- \* background and medical sources. For non-radiation workers at Diablo Canyon,
- \* the radiation dose received on the job will be almost entirely due to natural
- \* background radiation. Therefore, whatever health effects that may be
- \* attributable to low level radiation will be essentially all due to background
- \* and medical radiation sources for such workers.

The health effect of primary concern in humans that may have some connection with low level radiation is some small increase in the chance of cancer formation. However, the only radiation induced cancer increases actually observed in human populations have been in those cases in which high doses of radiation were received, such as in the Japanese atomic bomb survivors. The 80,000 survivors evidenced an overall cancer mortality rate increase of about 5% over the period of 1950 - 1974; out of nearly 4000 cancer deaths due to all causes, about 200 were attributable to the bomb radiation.

- \* It may well be that effects of low level radiation are less (possibly even
- \* zero) than what would be expected by simply proportioning downward from the
- \* high dose observations. Based on this approach, however, the increased risk of
- \* a fatal cancer is estimated as one out of ten million per millirem, regardless
- \* of the source (background, medical or nuclear). An exception to this is
- \* prenatally exposed children, whose risk may be a number of times greater.

The current individual lifetime risk of a fatal cancer in the U.S. is about one out of six (16%). Most of this risk is due to diet and lifestyle habits (such as smoking). Less than one percent of this overall risk is due to the major radiation related contributors (medical and background radiation). As an example, the year's dose of 90 mrem of medical radiation to the average American would be estimated to increase the risk of a fatal cancer from about 16% up to 16.00001%.

The radiation exposure to the two million people in the vicinity of the Three Mile Island accident was about 1 millirem each. This dose may increase the number of fatal cancers in this population between zero and one. This compares to a currently expected 300,000 cancer fatalities in this group due to all causes. This increased risk of radiation induced cancer is so low that we will likely never observe any actual increases in cancer due to low level medical, background or nuclear power radiation. In fact, states with higher background radiation tend to have lower cancer rates.

There is also a possibility that low level radiation could cause hereditary effects, such as birth defects or other genetic mutations. Such effects have been observed in animal experiments performed at high radiation doses. However, such effects have not been observed in humans, even in large groups that received high radiation doses, such as the Japanese bomb survivors.

While there is some uncertainty involved in estimating the medical risks of low level radiation (because those risks are so small), note that these risks are better known than those of nearly every other potential environmental carcinogen or mutagen. This is due to over 80 years of intensive scientific and medical study of radiation and its effects.

All Radiologically Controlled Area boundaries are posted with this symbol. Entrances to these areas may also have yellow and magenta striped tape on the floor. In addition, temporary Radiologically Controlled Areas will be roped off with yellow and magenta stranded rope. YOU MUST NOT CROSS ANY OF THESE ENTRANCES OR BARRIERS. Only properly qualified radiation workers or those with the proper escort may cross such barriers, and then only with written authorization from the Radiation Protection Management. In the unlikely event you should encounter any uncontrolled radioactive materials, such as marked by this three-bladed symbol, you must immediately inform Radiation Protection Management (ext. 3320, 2210 or 2341). Do not handle the material yourself.

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- \* The primary philosophy behind all radiation exposures at Diablo Canyon is that
- \* they shall be kept ALARA (As Low As Reasonably Achievable). That is, no
- \* radiation exposure should be taken without an accompanying benefit, and such
- \* exposures that are taken are to be minimized to the fullest extent practicable.
- \* Any activity you observe that you believe is not in keeping with this
- \* philosophy should be immediately reported to the plant management.
- \* Additionally, in any case in which you believe plant management has not
- \* adequately acted, you may confer either with an Nuclear Regulatory Commission
- \* (NRC) site inspector or a regional office (see the NRC Form 3 following).
- \* Pacific Gas and Electric Company may take no action against you for contacting
- \* the NRC.
- \* Radiation is only one of a number of potential hazards at a nuclear power
- \* plant. Operating experience at nuclear plants as compared to all types of
- \* industrial activities has shown that the risks from more familiar industrial
- \* hazards (fires, falls, corrosives, poisonous and cancerous chemicals, vapor
- \* and dust explosions, debilitating airborne contaminants, electricity, moving
- \* equipment and vehicular accidents and similar hazards) are responsible for many
- \* times more injuries and deaths than could ever be attributed to radiation. The
- \* rareness of radiological accidents is due to the great care and caution taken
- \* with radioactive materials. It is your responsibility to exercise such safety
- \* consciousness in all your activities here. This will help ensure that your
- \* stay at Diablo Canyon will be a safe and enjoyable one.
- \* If you have questions involving radiation exposure at Diablo Canyon Power Plant
- \* not answered by these instructions that you believe may have bearing on your
- \* health and safety or job performance, please contact the NPO Chemistry and
- \* Radiation Protection Department or General Employee Training Department through
- \* your supervisor.

For those who would like to read a comprehensive, unbiased report on radiation and radioactivity, the following book is recommended. "Ionizing Radiation: Sources and Biological Effects" is the United Nations Scientific Committee on the Effects of Atomic Radiation (UNSCEAR) 1982 report to the U.N. General Assembly (sales number E.82.IX.8). The international UNSCEAR Committee, composed of scientists and medical doctors, was formed in 1955 due to the concern over the possible effects of atmosphere atomic bomb testing.

# UNITED STATES NUCLEAR REGULATORY COMMISSION

Washington, D.C. 20555

## NOTICE TO EMPLOYEES



### YOUR EMPLOYER'S RESPONSIBILITY

Your employer is required to—

1. Apply these NRC regulations and the conditions of his NRC license to all work under the license.
2. Post or otherwise make available to you a copy of the NRC regulations, licenses, and operating procedures which apply to work you are engaged in, and explain their provisions to you.
3. Post Notices of Violation involving radiological working conditions, proposed imposition of civil penalties and orders.
4. Refrain from discriminatory acts against employees who provide information to NRC.

### YOUR RESPONSIBILITY AS A WORKER

You should familiarize yourself with those provisions of the NRC regulations, and the operating procedures which apply to the work you are engaged in. You should observe their provisions for your own protection and protection of your co-workers.

### WHAT IS COVERED BY THESE NRC REGULATIONS

1. Limits on exposure to radiation and radioactive material in restricted and unrestricted areas;
2. Measures to be taken after accidental exposure;
3. Personnel monitoring, surveys and equipment;
4. Caution signs, labels, and safety interlock equipment;
5. Exposure records and reports;
6. Options for workers regarding NRC inspections;
7. Penalties for "protected activities" that employees may engage in;
8. Prohibition of discrimination against employees who engage in these protected activities;
9. Identification of the Department of Labor as a source of relief in the event of discrimination; and
10. Related matters.

### REPORTS ON YOUR RADIATION EXPOSURE HISTORY

1. The NRC regulations require that your employer give you a written

report if you receive an exposure in excess of any applicable limits set forth in the regulations or in the license. The basic limits for exposure to employees are set forth in Section 20.101, 20.103, and 20.104 of the Part 20 regulations. These Sections specify limits on exposure to radiation and exposure to concentrations of radioactive material in air.

2. If you work where personnel monitoring is required pursuant to Section 20.202:
  - (a) your employer must give you a written report of your radiation exposure upon the termination of your employment, if you request it, and
  - (b) your employer must advise you annually of your exposure to radiation, if you request it.

### INSPECTIONS

All activities under the license are subject to inspection by representatives of the NRC. In addition, any worker or representative of workers who believes that there is a violation of the Atomic Energy Act of 1954, the regula-

### STANDARDS FOR PROTECTION AGAINST RADIATION (PART 20); NOTICES, INSTRUCTIONS AND REPORTS TO WORKERS, INSPECTIONS (PART 18); EMPLOYEE PROTECTION

The Nuclear Regulatory Commission (NRC) in its Rules and Regulations: Part 20 has established standards for your protection against radiation hazards from radioactive material under license issued by the NRC; Part 18 has established certain provisions for the options of workers engaged in NRC licensed activities; Parts 30, 40, 50, and other parts containing provisions related to employee protection.

**POSTING REQUIREMENTS** Copies of this notice must be posted in a sufficient number of places in every establishment where activities licensed by the NRC are conducted, to permit employees to observe a copy on the way to or from their place of employment.

### SABOTAGE OF NUCLEAR FACILITIES OR FUEL

The amended Atomic Energy Act, section 238, provides criminal penalties against any individual who intentionally and willfully destroys or causes physical damage, or attempts to do so, to any production, utilization, or waste storage facility licensed under the act, or any nuclear fuel or spent fuel regardless of location.

### PROTECTION OF INSPECTORS

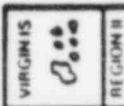
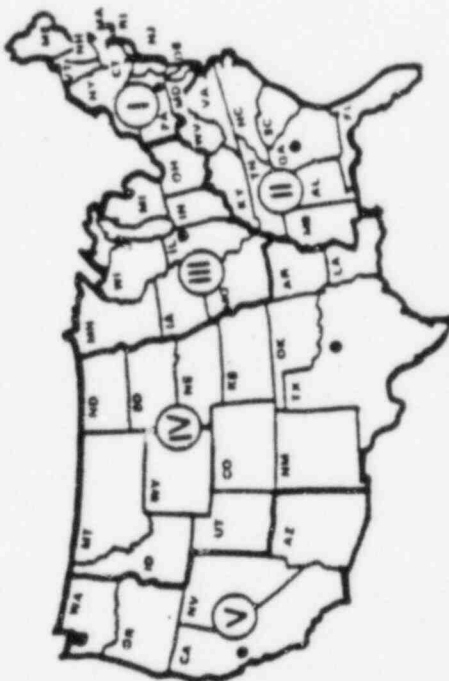
The amended Atomic Energy Act, section 235, provides criminal penalties against any individual who kills, forcibly assaults, restrains, opposes, impedes, intimidates or interferes with any person who performs any inspections which (1) are related to any activity or facility licensed by the Commission, and (2) are carried out to satisfy requirements under the Atomic Energy Act or under any other Federal law covering the safety of licensed facilities or the safety of radioactive materials. The acts described above are criminal not only if taken against inspection personnel who are engaged in the performance of such inspection duties, but also if taken against inspection personnel on account of such duties.

### EMPLOYEE PROTECTION

If an employee believes that discrimination has occurred due to engaging in the "protected activities" said employees may, within 30 days of the discriminatory act, file a complaint with the Department of Labor, Employment Standards Administration, Wage and Hour Division. The Department of Labor shall conduct an investigation

## UNITED STATES NUCLEAR REGULATORY COMMISSION REGIONAL OFFICE LOCATIONS

A representative of the Nuclear Regulatory Commission can be contacted at the following addresses and telephone numbers. The Regional Office will accept collect telephone calls from employees who wish to register complaints or concerns about radiological working conditions or other matters regarding compliance with Commission rules and regulations.



### Regional Offices

REGION	ADDRESS	TELEPHONE
I	U.S. Nuclear Regulatory Commission Region I 333 Park Avenue New York, N.Y. 10022	212 337-8000
II	U.S. Nuclear Regulatory Commission Region II 901 Marietta St., N.W., Suite 3100 Atlanta, GA 30303	404 221-4803
III	U.S. Nuclear Regulatory Commission Region III 700 Pennsylvania Road Olean, E.P.N.Y. 13827	312 832-2950
IV	U.S. Nuclear Regulatory Commission Region IV 811 Ryan Plaza Drive, Suite 1000 Arlington, TX 76010	817 466-8100
V	U.S. Nuclear Regulatory Commission Region V 1600 Marine Lane, Suite 210 Walnut Creek, CA 94606	415 943-3700

EMERGENCY RESPONSE FOR SITE  
(RESTRICTED AREA) ACCESS (EPD650)

NOTE: Read all of the following prior to signing acknowledgement.

SITE EMERGENCY

Signal: A signal produced by electronic warblers sounding for minimum of 60 seconds. Characteristic sound is rapid rise in pitch followed by slower drop. Same signal may be sounded only in containment if condition is localized there. Flashing red lights also provided in plant where background noises may obscure siren (TESTS: 12:10 p.m. Fridays)

Signal Response: If in Unit 1, go through Security Building to assembly area unless assigned to emergency response. If in radiation controlled area, go to access control and stay there for accountability. Your assembly area will be given to you by your Supervisor or the safety coordinator/trainer. All individuals must be accounted for at their assembly area. After you are accounted for, you will be given further instructions.

CARDOX

Signal: Contained in local areas. Siren will be sounded in immediate evacuation area. Rotating amber light indicates it is safe to work. If light is out and siren sounds, CO<sub>2</sub> begins in 30 seconds. (TEST: Will be announced).

Signal Response: Evacuate the affected area immediately.

FIRE

Signal: 30-second monotone siren followed by a 2-digit code call repeated 8 times. Code call indicates location of fire (TESTS: 12:05 p.m. Fridays using 45 code call. Fire drills are 43 code).

Signal Response: Unless in the vicinity of the fire, remain at work. You will be warned by site emergency alarm if fire presents a hazard. If in vicinity of fire, move out of area unless requested to assist in fighting the fire.

### EARTHQUAKE

If inside, do not run outside; seek shelter under a sturdy object (such as a table, desk or doorframe). Watch out for falling objects and equipment that may slide or topple (such as bookcases and cabinets). Avoid windows and mirrors.

If outside, avoid buildings, walls, poles and other objects that could fall, slide or topple. Try to move to an open area away from hazards. If in an automobile, try to stop in a safe, open area. Be especially alert for falling power lines.

### CHLORINE RELEASE

Chlorine is a yellow-green gas used at the intake structure to reduce biological fouling in the seawater systems. It smells like bleach and is very irritating to the eyes, skin and respiratory system, even fatal in high enough dose.

Move away from the cloud at a right angle (perpendicularly) to the wind direction. Do not re-enter the intake area until it is verified that no residual chlorine remains (chlorine gas is heavier than air and will pool in low areas).

### TSUNAMI ("TIDAL WAVE")

Tsunamis are large waves generated by ocean earthquakes. A large Tsunami could flood the intake area. In case of a local earthquake or Tsunami warning, do not go below the 85' level (base of the large turbine building and level of the NPO and lower G.C. parking lots) until the Tsunami warning is rescinded. There may be multiple waves, spaced many minutes apart.

### TO REPORT AN EMERGENCY

**Fire:** Use any plant company phone. Dial 779 plus 2 digits to identify location. Use list adjacent to phone to determine 2-digit location reference. REMAIN ON PHONE TO GIVE FURTHER INFORMATION. Fire brigade will dial into a conference call with you to determine the nature of the fire.

**Medical or Any Other Emergency:** Use any plant company phone. Unit 1: Dial 1222, Unit 2: Dial 2322. Shift Foreman: Dial 1234. Identify yourself, state nature of problem, location of problem and your location. REMAIN ON PHONE TO GIVE FURTHER INFORMATION IF NEEDED.  
NOTE: Project First Aid Station - Dial 1212.

**Note:** If you are to have any responsible position in the Emergency Plan, you will be given additional instructions.

## SAFETY GUIDELINES (EPA 800)

NOTE: Read all of the following prior to signing acknowledgement.

### 1. OFFICE SAFETY

Offices, and office buildings are comparatively safe places in which to work, yet accidents do occur. To ensure your personal safety, follow these rules:

- \* Walk, do not run in corridors or on stairs. Use hand rails.
- \* Do not stand in front of closed doors; they may open suddenly.
- \* Do not read correspondence or other material while walking. Stop or return to your desk; while concentrating on reading you can become unaware of your surroundings and expose yourself to possible hazards.
- \* Do not push or crowd at elevators, entrances, exits or on stairways.
- \* Be careful of swivel chairs. Do not slump back in them without testing your weight gradually.
- \* Watch for telephone and office machine cords, wastebaskets, and other hazards underfoot which may cause tripping.
- \* Use handles when closing files, desk drawers, and safe or vault doors.
- \* Keep file drawers, desk drawers, and locker doors closed when not in use. Open only one file or desk drawer at a time. See that files are properly secured.
- \* Check office furniture regularly for sharp edges, splinters, and loose casters or bolts.
- \* Keep sharp objects in proper place. Handle carefully.
- \* Do not adjust or clean power-driven office machines when they are in operation, or plugged in.
- \* Do not attempt to make electrical repairs. Call a qualified person.
- \* If smoking is permitted, use ashtrays. Obey "No Smoking" signs.
- \* Report all work-incurred injuries or illnesses immediately to your supervisor.

## 2. FIELD SAFETY

- \* Non-manual employees who have assignments in the Project field must abide by all safety rules and regulations of the Project.

## 3. HOUSEKEEPING

Good housekeeping is an important part of our safety program. It is the responsibility of all employees, supervisors and craftsmen alike to keep the jobsite clean.

- a. Scrap materials and rubbish are fire and accident hazards. If an excess of these materials exists in your work area, ask your supervisor to arrange for their removal.
- b. Trash containers should be located in all work areas. If you need one in your immediate work area, notify your supervisor.
- c. Do not let soiled clothes, food scraps and soft drink containers accumulate. Drinking cups, sandwich wrappers, paper bags, and other trash must be placed in the containers provided.
- d. Toilets, wash-up facilities, drinking fountains and water cans are provided for your convenience and comfort. You are expected to help keep them clean and sanitary. Report any problems to your supervisor or the Project Safety Department.

## 4. FIRST AID

On Site First Aid Facilities are provided. Qualified personnel are available to render treatment and to maintain required records.

- a. Report all injuries immediately, no matter how minor, to your supervisor. Treatment will be provided and the incident will be documented, should the need for subsequent care arise. Failure to report an injury may result in denial of benefits.
- b. You must notify your supervisor, the Shift Foreman and First Aid (Project personnel) prior to leaving the jobsite because of a work-related injury or illness.
- c. You must notify your supervisor prior to obtaining outside medical treatment for any work-related injury or illness. If this is not feasible, you must notify your supervisor by the start of the next scheduled work day. Failure to do so could result in disallowance of your claim.
- d. Prior to returning to work after a job related injury or illness, you must present a medical clearance (return to work slip) from the attending physician to your supervisor.

- e. Drugs, including tranquilizers and insulin, must not be taken on the job unless authorized in writing by your personal physician. A copy of this authorization shall be in your medical file.
- f. First Aid/Rescue Teams are organized and trained to render emergency assistance.
- g. Never move an injured or seriously ill person unless necessary to prevent further injury. Emergency procedures are posted throughout the jobsite; familiarize yourself with them. First Aid should not be administered by untrained employees except in case of life threatening injury.

5. BARRICADE TAPES, BARRICADES AND WARNING SIGNS

All Barricade Tapes, Barricades and Warning Signs must be obeyed at all times. Barricade Tapes used on site are as follows:

- a. WHITE tape with RED leader (MECHANICAL HAZARD).

Prior to entry into an area taped off with the red and white tape the party wishing to enter such an area should be knowledgeable of the hazard and should ENTER WITH CAUTION. This tape is a warning only and may be crossed when necessary without removing the tape.

- b. YELLOW tape with BLACK leader (ELECTRICAL HAZARD).

NO ONE is allowed to enter an area taped off with yellow leader tape unless allowed to do so by the party who erected the tape. ALL PERSONS allowed entry shall be informed of the hazard and observed at all times.

- c. YELLOW tape and rope with MAGENTA leader (RADIOLOGICAL BARRIER).

The yellow and magenta tape or rope is used to enclose areas where radiation is or could be present. (This includes X-raying). DO NOT GO into any area closed by this tape or rope unless properly authorized in writing (Work Permit).

- d. Barricade standards and pedestals joined with rope are used to guard open excavations. DO NOT CROSS THROUGH BARRICADED AREAS. GO AROUND!

6. The Principal Warning Signs used on site are as follows:

- |  |  |
|--|--|
| a. NOTICE FRONTAL EYE PROTECTION REQUIRED. | e. CAUTION RADIOACTIVE MATERIALS           |
| b. HARD HATS REQUIRED.                     | f. NO SMOKING                              |
| c. CAUTION HEARING PROTECTION REQUIRED     | g. DANGER HIGH VOLTAGE                     |
| d. CAUTION (VARIOUS WRITTEN INSTRUCTIONS)  | h. CAUTION EQUIPMENT MAY START AT ANY TIME |

Be on the lookout for WARNING SIGNS and obey them at all times.

7. DESCRIPTION OF EQUIPMENT TAGGING

- a. MAN ON LINE TAG (PG&E Form 62-1225): This tag is used to indicate clearance points (refer to GC Project Instruction No. 8 or Nuclear Power Administrative Procedure C-7). No one is authorized to operate or work on any switch, valve or apparatus to which a "Man On Line (MOL) Tag" is attached. These tags are hung by Operating Department personnel as the equipment is cleared.
- b. CONSTRUCTION RED TAG (PG&E Form 61-6169): This tag is administered by Station Construction Department. The Red Tag is for contractor personnel protection and used primarily by contractors for this purpose. Regular employees do not use Red Tags. The tag will indicate equipment cleared, date, contractor representatives name, time and person issuing. It is placed by an Inspector, Engineer, or Supervisor from Station Construction only after the requested clearance has been established and "Man On Line" Tags have been placed. The main part of the tag and stub are identically numbered. Each portion of a Red Tag is to be filled in by the responsible Station Construction Department Representative, and the upper portion is to be placed over "Man On Line" Tags at each clearance point. Stub ends of the tags are then placed in the hand of Contractor's Supervisor who is directing the work.

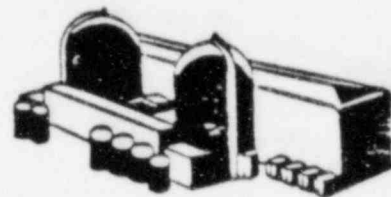
The Contractor retains the stubs in his possession until work is complete. Red Tags can be removed only after surrender of their identically numbered stubs by the contractor. "Man On Line" Tags may not be removed until Red Tags are removed.

- c. CAUTION TAG (PG&E Form 62-1256): This tag is used to mark any equipment such as switches, relay cutouts, protective equipment, valves, gauges, machines or other equipment which is not cleared, but for some reason must not be operated or whose position or status must not be changed except upon specific instructions from the Station Construction Department Representative or individual named on the tag. This tag is not to be used in place of a "Man On Line" Tag where men are working on lines or equipment. Upon work completion, the Caution Tag shall be removed. The Caution Tag is also used to identify a 4KV circuit breaker in the test position for control circuit tests.
- d. CONSTRUCTION YELLOW TAG (PG&E Form 61-6356): This tag indicates that construction on the equipment involved has been completed, that it is activated and/or energized and is either in operation, subject to operation, or under test. For identification purposes, the Yellow Construction Tag will be applied to equipment at the beginning of startup testing. Startup Department personnel generally hang this tag. No personnel other than Operators are authorized to manipulate equipment which has been yellow tagged.
- e. INFORMATION TAG (PG&E Form 62-1255): This tag is used to provide general information regarding the status of plant equipment or systems. For example, an Information Tag could be used to indicate that an instrument is under test and that its readings do not reflect actual plant conditions, or could be used to explain why temporary instrumentation or equipment has been installed. Information Tags are also useful to indicate when controls are placed in other than their normal configuration or features are bypassed during testing, etc. In general, there are no requirements for the use of Information Tags and common sense should be employed. These tags shall not be used in lieu of MOL or Caution Tags to assure non-operation. However, they may be hung in conjunction with one of these other tags to provide information concerning the reason for the non-operation.

It is imperative that ALL EMPLOYEES recognize and follow the Equipment Tagging Procedure as set forth. Should questions arise concerning tagging or tagged out equipment, telephone the NPO Clearance Coordinator's Office at Company #3467.

For further detail regarding tagging procedures, refer to Project Instruction-8, or NPAP Procedure C-7, as appropriate.

# DIABLO CANYON POWER PLANT



## "ACKNOWLEDGEMENT"

Full Name (PRINT): \_\_\_\_\_  
(LAST) (FIRST) (MIDDLE)

Social Security Number: \_\_\_\_\_ Date: \_\_\_\_\_

Company: \_\_\_\_\_ Dept.: \_\_\_\_\_

I have read and will fully comply with the preceding Diablo Canyon "Site General Rules and Regulations", "Radiation Protection" and "Emergency Response" for Site Access and "Safety Guidelines" and have received a copy of each.

Signature: \_\_\_\_\_

NOTE: Forward this completed Acknowledgement to NPO General Employee Training for proper documentation of this training.

SRD100, RPD800, EPD650, EPA800

THE  
EMPLOYEE  
ASSISTANCE  
PROGRAM  
1985

**How do I contact  
Employee Assistance?**

You can call us directly for information about the program, to discuss a concern over the phone or to ask for an individual appointment. You can also request that your supervisor or personnel department make arrangements for you. We can be available to meet with you in a private Company office or in some other convenient location.

You can reach us through these local and PGandE phone numbers where counselors are headquartered:

San Francisco  
(415) 972-1629

Oakland  
(415) 835-8500, extension 2590

Diablo Canyon  
(805) 595-7351, extension 3191

Fresno  
(209) 268-0441, extension 365

Chico  
(916) 891-6259

Sacramento  
(916) 383-1466

San Jose  
(408) 298-3333, extension 291

General Construction, Steam Generation, Pipeline Operations and Natural Gas Corporation can call the EAP office of the area in which they are located or the General Office number.

Pacific Gas & Electric Company  
Employee Assistance Program



Attachment J

PACIFIC GAS AND ELECTRIC COMPANY

### **What is the Employee Assistance Program?**

EAP is an employee benefit providing assistance for a broad range of personal problems. It's the place to go if you aren't sure what the problem is or what you can do about it. If you are having marital or family difficulties, are concerned about your or someone else's alcohol or drug use, or are experiencing some other personal difficulty, we may be able to assist you. We are available to you, as well as your family, if you are a PGandE employee or subsidiary Company employee.

### **When should I contact Employee Assistance?**

All of us have occasional problems. Usually we can work them out on our own, but sometimes they persist and threaten to affect family relationships, health, performance at work, or self-esteem. At times like these, you may want to contact your Employee Assistance counselor. We will help you clarify the problem and suggest a plan to resolve it.

### **What if my supervisor recommends that I talk with a counselor?**

When personal problems affect job performance, supervisors are encouraged to refer their employees for assistance. In such cases, your supervisor may call to confirm your contact with Employee Assistance. The counselor **will** not discuss your personal problems with your supervisor unless you authorize the counselor to do so.

### **What about cost?**

There is no charge for the EAP counseling and referral program. If additional help is needed, you will be referred to treatment resources in your community. Such services are covered either by your benefit plan or are selected according to your ability to pay. You will be responsible for the cost of treatment not covered by your benefit plan.

### **Is it confidential?**

Yes. Your discussions with a counselor or any professional you are referred to are confidential and will not become part of your personnel file.

### **Who provides the counseling?**

The EAP is staffed with licensed professional counselors who can help you to clarify the causes of your difficulties and to gain a broader perspective on your problems. EAP counselors do not provide ongoing treatment but can refer you to the most appropriate resources in your community if that seems fitting.

### **Is the program voluntary?**

Yes. Participation in the program is always voluntary. EAP is there as a resource for help in resolving problems. Using EAP, however, does not relieve you of the responsibility to provide good work performance.

# BEHAVIORAL OBSERVATION TRAINING

for Supervisors



PACIFIC GAS and ELECTRIC COMPANY  
Diablo Canyon Nuclear Power Plant

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Accident Prevention Rule 13

Accident Prevention Rule 13, revised July, 1980, reads as follows:

"13. Intoxicants

- (a) Use of intoxicants by any employee during working hours is prohibited, and any violation will be sufficient cause for dismissal.
- (b) Any employee reporting for duty while under the influence of intoxicants shall not be allowed to assume his/her duties."

\* Paragraph 2 of Standard Practice No. 735.6-1, effective March 1, 1981, reads as follows:

"It is further the policy of this Company that employees shall not at any time while at work use or be under the influence of any alcoholic beverage. Employees shall not at any time while at work or on Company business use, have in their possession or be under the influence of any narcotic, marijuana, drug, or any other substance the possession or use of which is unlawful."

Intoxicants include all of the items described in Paragraph 2 of Standard Practice 735.6-1. In the interest of safety, all employees must be in full control of their faculties while on duty. Obviously, violations of Accident Prevention Rule 13 and Standard Practice No. 735.6-1 cannot be allowed.

There are some basic characteristics of intoxication which may be observed and should be noted. These are:

1. The person's equilibrium.

Compare the questioned equilibrium with the normal equilibrium of the person. Does the person stagger when walking or standing still? Does the person sway from side to side, or backward and forward, when standing?

2. The person's manner of speech.

Compare the questioned manner of speech with the person's normal manner of speech. Is it slurred? Is it rapid or exceptionally slow?

3. The person's mental reactions.

Compare the questioned mental reactions with the normal mental reactions of this person. This may be done by observing the person in conversation with others, or personally. Are statements consistent with the current topic of conversation? Does the person's attention wander?

4. The odor of intoxicants on breath or clothing.

If the person has used an alcoholic beverage, this odor may be present on the breath and/or clothing of the person. If the person has smoked marijuana, there may be the odor of burnt rope about the person's breath and clothing. If some other intoxicant or drug has been used, there may be no odor. Any suspect odor or the lack of odor should be noted.

5. Coordination.

Compare the questioned coordination or lack of coordination with the person's normal coordination. Can the person perform normal job tasks?

6. Eyes.

Are the person's eyes normal? Are the pupils constricted or dilated? Are the eyes extremely red or red-rimmed? Does the person have a difficulty focusing?

7. The general appearance of the person.

Is the questioned appearance normal or abnormal? Is the person's clothing soiled, wrinkled, torn? Is the person normally neat and well groomed? A supervisor will, in most cases, be familiar with the employee and be able to consider what is normal or abnormal behavior. If the supervisor is not familiar with the normal condition of the employee, a determination will have to be made by the supervisor regarding the employee's condition.

When it appears that an employee is under the influence of an intoxicant, the supervisor shall, when possible, have the employee observed by at least one other reliable witness, preferably another supervisor.

Once the supervisor has made the observations and concluded that the employee is under the influence of an intoxicant, the employee should be immediately referred to a physician for medical clarification of his/her condition. An attempt should be made to obtain a blood or urine sample from the employee by the physician.

The employee does have the right to refuse to see a physician or provide a blood or urine sample.

At this point, the supervisor should advise the shop steward of the situation.

The employee will now be notified by the appropriate supervisor that he/she is suspended without pay, pending a company decision concerning the case. Employees must not be placed on sick leave, vacation or other types of leave.

Arrangements shall be made to transport the employee home. If the employee refuses transportation, he/she should be encouraged to accept. If the employee still refuses transportation, it may become necessary to contact local law enforcement authorities for assistance. The employee should be ordered at this point by the supervisor not to leave or operate a motor vehicle. This should be with the shop steward or other reliable witness present. Do not detain the employee against his/her will.

Report the incident to your supervisor immediately. Those supervisors involved should prepare a memorandum regarding the incident as soon as possible. This will aid in providing an accurate record of what occurred and provide information for any subsequent investigation and any application of constructive discipline.

ESTIMATED INCIDENCE OF MAJOR MALADAPTIVE BEHAVIOR PATTERNS  
IN THE UNITED STATES IN 1978

- 200 000 reported cases of child abuse
- 200 000 or more individuals attempt suicide\* (26 000 or more individuals die from suicide) 13%
- 1 000 000 individuals are actively schizophrenic
- 1 000 000 or more students withdraw from college each year as a result of emotional problems
- 2 000 000 individuals suffer from profound depression
- 6 000 000 or more children and teenagers considered emotionally disturbed
- 7 000 000 individuals are considered mentally retarded
- 10 000 000 or more juveniles and adults arrested in connection with serious crimes\* (190 000 or more individuals are sent to prison and 500,000 individuals are in prison)
- 10 000 000 Americans report alcohol-related problems (1 000 000 individuals are being treated for such)
- 20 000 000 (at least) individuals suffer from neurotic disturbance
- 53 500 000 individuals suffer from mild to moderate depression

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\*The incidence of suicide attempts and serious crimes may be much higher due to the large number that are not reported.

Incidence figures based on Berger (1978), the National Institute of Mental Health (1978), the President's Commission on Mental Health (1978), and Uniform Crime Reports (1978).

X [ DISCIPLINE CALLED KEY ELEMENT IN TREATING DRUG  
AND ALCOHOL ABUSE IN THE WORKPLACE

"The sooner the person hits bottom the better." So says Stephen Fineman, a clinical social worker who runs a rehabilitation program for alcoholics and drug abusers at Eagleville Hospital in Pennsylvania, in addressing a group of employer representatives, union officials, and arbitrators attending a conference in Washington on drug and alcohol abuse in the workplace. His paradoxical message is unsettling: Sometimes the best way to help an addicted worker, he says, is to fire him. It's good shock therapy that forces the individual to wake up and face the reality of his circumstances. It could be called the corporate version of "tough-love," the strict-discipline theory that has been recommended to parents of drug-addicted children.

Fineman maintains that too often employers, unions, and arbitrators engage in what he calls "enabling behavior" which permits the substance dependent individual to continue his or her pattern of abuse. He includes in this category "co-workers who ignore certain behaviors; spouses who continually make excuses; and employers who give multiple second chances."

An effective treatment program, he says, must combine discipline with rehabilitation. "The process of recovery from substance dependence is a series of choices. When the consequences of these choices (both positive and negative) are clear, the individual will make more informed decisions," he says.

A radical approach? Not according to many of the participants in the recent conference in Washington sponsored by BNA. After many years of tolerating the alcoholic employee as an individual suffering from a "disease," many companies--often encouraged by treatment specialists such as Fineman--are beginning to take a hard-line approach. "We will go so far," they are saying, "and then you're on your own." According to this approach, it helps to think of the ultimate solution--dismissal--as therapy.

#### Substance Abuse a Growing Problem

In their recent book, Alcohol and Drugs: Issues in the Workplace, Tia Schneider Denenberg and R.V. Denenberg, write that the cost of alcohol and drug abuse in terms of lost output and medical expenditures has risen to more than \$100 billion annually. They attribute the rise to the increased incidence of drug usage in society generally and point to a recent estimate by the National Institute on Drug Abuse that fully one-third of Americans over the age of 12 have used marijuana, hallucinogens, cocaine, heroin or psychotherapeutic drugs for nonmedical purposes. Twenty years ago, they said, less than 4 percent of the population had ever used an illegal drug.

The individuals represented in these statistics, Tia Denenberg, who chaired the conference, said, "are the same people who go to work every day in our factories and offices."

As an arbitrator who has witnessed a rise in the number of substance abuses cases, Denenberg said she has come to realize that arbitrators are often ill-equipped to address the problems of the addicted worker. Adding to the confusion, she said, is the evidence that many addicts either consciously or unconsciously refuse to recognize their condition and that giving them a second change to rehabilitate themselves may be construed as "as a vindication of their denial."

"Unless treatment is administered," she said, "it is apparent, the reinstated employee is likely to continue his behavior and to be discharged again. On average, it has been calculated, that adds about two and a half years to the period of time during which the employer must absorb the costs of a problem employee."

In their book, published by BNA, the Denenbergs cite a study of several hundred discharge cases by Professor George W. Adams of Canada. Of all categories of reinstated employee, Adams found that those involved with alcohol were most likely to be discharged a second time.

"Alcohol cases stand out, attracting subsequent discharges in 50 percent of the cases--the highest post-reinstatement discharge rate of all offense categories--and recurring discipline was necessary in a further 20 percent," Adams said. "Thus, the offense with one of the highest rates of reinstatement had the least successful reinstatement experience."

What this means for the arbitrator, Denenberg said, is that a second chance, to be constructive, ought to be viewed as a part of a therapeutic crisis in which the grievant is led to accept treatment as the price of reinstatement. "The alternative," she said, "often is merely a grim series of arbitrations, extending over many years, in which the employee is reinstated several times before he is confronted with the hard choice of making progress toward recovery or losing his job."

#### X Emphasis on Performance Urged

In a paper written for the conference, the late Peter Seitz, a well-known arbitrator, stressed that employees should be judged primarily on the basis of job performance, rather than on their abuse of any substance, and that supervisors, employers, unions and arbitrators should not attempt to diagnose the worker's problem or prescribe treatment.

If an employee shows up for work intoxicated, Seitz wrote, an employer would be justified in disciplining or discharging him for being unfit to work. "Should the employee's addiction result in excessive absences," Seitz added, "his suspension or discharge should not be grounded on the causes of his absences (no arbitrator is qualified to determine whether the intoxication resulting in non-attendance was violational or beyond the control of the employee) but, specifically, on the offense of excessive unexcused absences."

If the employer feels a moral obligation to try to rehabilitate an addicted worker, Seitz said, the conditions of any such rehabilitation effort should be worked out between the company, the employee, and his union representative. It is the arbitrator's role to decide whether the conditions of any such agreement are followed and not, Seitz wrote, "to order rehabilitation as an alternative to discipline."

The view that arbitrators should not prescribe treatment for alcoholics and drug abusers was echoed by Thomas J. Delaney, Jr., executive director of Association of Labor-Management Administrators and Consultants on Alcoholism, Inc. (ALMACA) of Arlington, VA. "The effectiveness of an employee assistance program will be quickly reduced if supervisors, shop stewards and employees get signals that there is an appeals court to diagnostic decisions," Delaney said.

"If a person was discharged and he or she should not have been, then restore him to his job but don't tell him that he didn't get the right treatment. The alcoholism treatment team will not be able to break down the barriers set up by denial and resistance if the employee is able to come back with a quasi-legal order saying that he was not treated correctly," he said.

Delaney took exception to the idea that the disciplinary approach and therapy are at odds: "The foundation of occupational alcoholism theory is that constructive use of discipline and other authority that management and labor have with an employee is the best motivator to get a person to seek help for his or her illness. Because of the nature of the disease, you just don't have people walking in on their own and asking to be treated for their alcoholism. Arbitrators who reject the use of corrective disciplines for an alcoholic will be killing them with kindness."

#### Early Intervention Urged

John D. Williamson, industrial relations manager for Carpenter Technology Corporation of Bridgeport, Conn., said his company tries to strike a balance between corrective treatment and discipline. One of the basic precepts of the company program, he said, is to identify the addicted worker early before a crisis develops. Early detection became a basic element of the program several years ago, he said, when company officials realized that the employee assistance program (EAP) was not as effective as it could be. "We saw employees with obvious job performance problems which were not being addressed. We saw employees at final warning or discharge who might have been helped by earlier referral to the EAP," he said.

An in-depth study of the situation, he said, revealed that performance problems were often being overlooked by supervisors until a big problem occurred. "This usually took the form of some crisis which attracted the attention of top management. As the crisis ripples down, the reaction is defensive--get the boss off my back. The concerns and needs of the troubled employee are of secondary importance.

To counteract the crisis reactive approach, Williamson said, the company developed a team approach to identifying various indicators of poor employee performance. The team, known as Circle of Care, is made up of individuals from the company's Employee Assistance Program, and the medical, safety, benefits, security, and industrial relations departments, plus the employee's first line supervisor and any additional internal or external consultants.

"Any team member who sees an indication of an employee's declining job performance can call a team meeting. At the team meeting each member shares with the others his knowledge of the problem employee. The information is factual and performance oriented. After bringing out all the pertinent facts the team develops and examines possible courses of action. Finally, they develop a common approach to the problem.

"Once this approach is established," Williamson said, "the supervisor initiates action knowing everyone is in agreement on the course being followed. This enhances the supervisor's interaction with the employee. It allows him to deal from a position of strength because he is armed with all the available facts. Most significantly, he knows he is not out there handling the problem alone. Rather, he has all the resources and personnel of the Circle of Care team supporting him."

Carpenter's program, Williamson said, is performance based, and the ultimate penalty is dismissal without chance of reinstatement. "We at Carpenter firmly believe that the proper supervisory approach is to hold the employee responsible for satisfactory job performance. The supervisor's job is to evaluate this performance. When it is found lacking, he holds the employee accountable. He does not diagnose the reason or prescribe a cure. However, he will concurrently offer, or closer to discharge will mandate, a visit with the EAP counselor to see if help can be provided to arrest and reverse the decline before it reaches the point where discharge occurs."

#### Rehabilitation Programs Pay Off

Donald R. Whitlow, vice president for human resources for the Aluminum Company of America, is another advocate of an aggressive rehabilitation program because he believes it is "good business." Studies by the National Institute of Alcohol Abuse and Alcoholism, he said, place the annual cost to industry for alcoholism alone at \$19.64 billion in lost production and other \$12.75 billion in related health and medical bills. In companies that keep data on cost effectiveness of such programs, he said, the least return is \$3 back for each dollar spent, while one company has reported a \$17 return on one dollar of EAP funding.

Studies show, Whitlow said, that employees absenteeism jumps one to six times the normal rate when personal problems go untreated and that 15 percent of on-the-job accidents occur because employees are preoccupied with their personal problems, rather than with their work.

But aside from the numbers, Whitlow told the conference participants, it's right for business to try to help the addicted worker "because it's right for industry to be concerned about people. Business can provide a strong motivator--keeping a job--for an employee to turn himself around, where other motivators have failed."

## BEHAVIORAL CHECKLIST

### Purposes:

The pages following are to used by you, the supervisor, as a resource. The behaviors listed are examples of changes you might observe in an individual employee. They are categorized into three areas: work performance; social interaction; and personal health.

### When to Refer to this Guide:

- o When you want to refresh your memory about how people show change.
- o When you have a feeling something is different about someone but you cannot pinpoint what it is.
- o When you notice a change in any one area, and you want some guidance in determining if there are other changes as well.
- o When you wish to make a referral to the Employee Assistance Program, and you want to be specific with the employee about the changes you have seen.
- o When you are preparing for a performance appraisal, and you wish to document some behaviors you have observed (may help with using behavioral phrases).

WORK PERFORMANCE: Employee's on-the-job behaviors and work habits that directly impact on efficiency and effectiveness of task accomplishment.

1. Has the individual's work QUALITY or QUANTITY changed?
  - Greatly changed speed of working
  - Changed level of work involvement
2. Has the employee made more MISTAKES or BAD JUDGEMENTS?
  - Has numerous accidents
  - Laughs off errors or reprimands
  - Denies mistakes
  - Unnecessarily condemns self for mistakes
3. Has the employee's EFFICIENCY lessened?
  - Has trouble arriving at decisions
  - Often fails to meet deadlines
  - Needs repeated directions for easy tasks
4. Does the individual have more difficulty CONCENTRATING?
  - Forgets important or obvious things
  - Acts without thinking
  - Daydreams too much
  - Doodles excessively
  - Repeats same action over and over
5. How much is the worker ABSENT FROM THE JOB?
  - Late or absent, especially Monday or Friday
  - Often takes off half-days
  - Leaves work without notice
  - Falsifies attendance records
  - Takes a lot of sick leave
  - Gives improbable excuses for absences
6. Is the employee ABSENT "ON THE JOB"?
  - Wanders around the plant a lot
  - Takes excessively long lunches and breaks
  - Avoids a part of the plant because of fear
  - Gets sick while at work
7. Does the employee adhere to COMPANY POLICY?
  - Steals or damages property
  - Disregards rules
  - Bends the rules

8. Have you noticed the individual becoming OVERCAUTIOUS?

- Over reacts to normal conditions
- Freezes or disappears in an emergency
- Overly concerned about details/accuracy
- Doublechecks work too much

9. Has the employee become OVERZEALOUS?

- Never takes breaks
- Comes to work early
- Hangs around after shift
- Volunteers for excessive amounts of overtime
- Suddenly exceeds work expectations

10. Does the employee engage in a lot of RISK-TAKING?

- Drives recklessly
- Operates equipment carelessly on or off the job
- Shows poor judgement in dangerous physical activities
- Gambles a lot

11. Has the individual's COOPERATION with CO-WORKERS changed?

- Refuses to share equipment or information
- Refuses to take directions
- Refuses to accept help from others

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SOCIAL INTERACTIONS:      Type and quality of employee's relationships with work associates that may impact on team performance.

1. Does the employee appear LESS SOCIABLE than before?

- |                             |                                |
|-----------------------------|--------------------------------|
| -- Isolated/Withdrawn       | -- Poor eye contact            |
| -- Shallow friendships      | -- Lacks a sense of humor      |
| -- Smiles and talks to self | -- Overly suspicious of others |
| -- Refuses social contacts  | -- Holds grudges/sulks         |

2. Has the individual become TOO SOCIABLE?

- Talks too much with other employees
- Unusual talking together
- Plays pranks/jokes
- Monopolized conversations
- Inappropriate sex behavior
- Flashes money

3. Are there changes in the employee's choice of FRIENDS?
  - Especially for breaks/lunch or transportation
  - Only those younger or easily dominated
  - Has separate set of friends just for drinking or gambling
4. Are there changes in the way OTHER WORKERS react to him/her?
  - Ignore or avoid
  - Get angry with
  - Become condescending
  - Complain about
  - Mistrust
  - Play pranks on
  - Joke about
5. Does the employee show more ANGER?
  - Impatient
  - Over reacts to real or imagined criticism
  - Irritable
  - Argumentative
  - Physical fights
6. Does the individual MANIPULATE others?
  - Builds up brownie points
  - Brags/exaggerates
  - Acts naive or innocent
  - Lies
  - Shows off
  - Borrows money
7. Have you noticed any changes in the employee's SPEECH BEHAVIOR?
  - Talks slower/faster
  - Talks more/less
  - Stammers
8. Has the employee's SPEECH CONTENT changed?
  - Jumps from topic to topic
  - Talks about hopeless future
  - Occupied with suicide, disasters, destruction
  - Occupied with one topic
  - Never chats about family/interests
9. Does the employee have more COMPLAINTS about:
  - Physical ailments
  - Back pain/muscle aches
  - Co-workers or superiors
  - Being ignored/left out
  - Family/money problems
  - Lack of privileges
  - Filling out required forms
  - Or has stopped complaining

PERSONAL HEALTH: Employee's physical and emotional states that affect work behavior.

1. Are you aware of any signs of "NERVES" or EMOTIONAL UPSET?
  - Headaches
  - Startles easily
  - Cries easily
  - Shaky voice
2. Does the individual use ALCOHOL or DRUGS differently?
  - Drinks too much
  - Alcohol on breath
  - Preoccupied with drinking or drugs
  - Gulps drinks, especially the first couple
  - Encourages other to use
  - Frequently "on the wagon"
3. Has the individual has unusual ILLNESS?
  - Claims large amounts of dental/medical, emotional benefits
  - Slow recovery from illness
  - Preoccupied with death or suddenly religious
  - Ignores own illness
4. Has the individual's ENERGY LEVEL changed?
  - Yawning
  - Fatigue
  - Restlessness
  - Fidgeting
5. Are you aware of any changes in DAILY LIVING ROUTINE? In WORK ROUTINE?
  - Sleep difficulties
  - Change in after-work hobbies, activities
  - Change in amount/pattern of eating
  - Rigidly follows same pattern without reason
6. Have you notices any changes in the individual's GENERAL APPEARANCE?
  - Appears better/more poorly groomed
  - Walks differently (slower, stumbles)
  - Change in posture
7. Have you noticed any FACIAL changes?
  - Blushing or paleness
  - Red eyes
  - Dry mouth (frequent swallowing/lipwetting)
  - Dilated pupils
  - Puffy face
  - Difficulty hearing

8. Have you noticed any changes in the individual's BODY or LIMBS?
- |                     |                                     |
|---------------------|-------------------------------------|
| -- Shaky hands      | -- Cold, sweaty hands               |
| -- Nail biting      | -- Twitching                        |
| -- Weight loss/gain | -- Sweating, especially nonseasonal |
9. Has the employee had any GASTROINTESTINAL changes?
- Nausea/vomiting
  - Stomachaches/gas
  - Frequent trips to the restroom
  - Excessive use of antacids, coffee/tea or other liquids, aspirin, cigarettes
10. Does the employee have any CARDIOVASCULAR difficulties?
- Dizziness/fainting
  - Breathing irregularities
11. Have you noticed any changes in the employee's THINKING PATTERN?
- Sees things that aren't there (hallucinations)
  - False beliefs (delusions)
  - Bizarre or unusual ideas

## DESCRIBING BEHAVIOR

Describing undesirable behavior to an employee is seldom if ever an enjoyable task. However there are ways to make the task less unpleasant for you and more beneficial for the employee. Here are some suggestions:

1. Describe, don't label. For example: "you have not completed your assignments on four of the last five days" is more effective than "you are lazy."

"I have observed you entering incorrect data on your time card" is better than "you're cheating on your time card," and "you have been in at least three arguments with co-workers each of the last five days" is preferable to "you're hard to get along with" or "you're a trouble maker."

2. When you focus on the behavior, you lessen the possibility of the employees becoming defensive about their total selves.
3. Make careful observations and be able to document or be specific about the behavior you report. Be clear about places, times and situations.
4. The following six procedures can be effective:
  - a. Privacy - Find a private place. Avoid confronting employee in the presence of others.
  - b. Purpose - Begin by stating the purpose of your conference.
  - c. Behavior - Describe the unreliable or undesirable behavior.
  - d. Importance - State why the behavior is important. Relate it to safety, security or some other company policy or procedure.
  - e. Listen - Give the employee an opportunity to respond and listen carefully.
  - f. Consequence - Explain the consequence of the behavior, and suggest sources of assistance, if appropriate.

## CONDUCTING A PERFORMANCE PROBLEM DISCUSSION

(When the Problem Is Not Extreme)

### 1. Structure the Interview:

- o (Name), I'd like to talk to you about (problem or situation).
- o Let me first give you my observations and concerns.
- o Then, I would like your input since you may have additional information and insights.
- o After that, we can discuss ways to best solve the problem.

### 2. State the Problem:

- o Be specific and concrete.
- o Use descriptive, not evaluative language.
- o Focus on the performance, not the person.

### 3. Describe Your Reaction to the Problem:

- o Focus on your own reactions, views, or perceptions.
- o Do not make blaming or accusing statements to employees.

### 4. Ask for Employee's View of the Situation:

- o Ask open-ended questions.
- o Use paraphrasing to check for understanding.
- o Get agreement that there is a problem.

### 5. Ask for Employee's Recommendations for Resolution:

- o Encourage brainstorming.
- o Encourage employee to come up with ideas rather than saying, "I don't know."
- o Test the consequences of the solution with the employee.

6. Present Your Alternatives If Employee's Solutions Are Unacceptable:
  - o Encourage employee's reactions to your idea (use reflection of feelings).
  - o Have employee test the consequences of your suggestions.
7. Select From Alternatives and Develop Final Action Plan:
  - o Identify steps that will lead to final resolution.
  - o Test employee's commitment to action steps.
8. Set Specific Follow-up Review Dates:
  - o Establish what follow-up (control) will occur and when.
  - o Be certain you plan for review (control) at agreed time.
  - o End the interview on a positive note.

## CONDUCTING A DISCIPLINARY INTERVIEW

(When the Problem is Extreme)

### 1. Structure the Interview:

- o (Name), I'd like to talk to you about a serious problem I have noted and one that I feel strongly about.
- o First, I will share with you my concerns and view of the problem.
- o Then, I would like your input.
- o Finally, I will explain my recommendations.

### 2. State the Problem:

- o Be specific and concrete.
- o Use descriptive, not evaluative language.
- o Focus on performance, not the person (use documented incidents).

### 3. Describe Your Reaction to the Problem:

- o Focus on your own reactions, views, or perceptions.
- o Do not make blaming or accusing statements.

### 4. Ask for Employee's Reactions:

- o Ask open-ended questions.
- o Use paraphrasing to check for understanding.

### 5. Develop Action Plans:

- o State clearly what you would like done.
- o Ask for employee's reactions and commitment to your plan.
- o State that your position is nonnegotiable (if necessary).
- o Clearly describe the consequences for following the recommended actions and consequences for not following the recommended actions.
- o Establish a follow-up meeting after actions have been taken.

## WHAT DATA SHOULD SUPERVISORS DOCUMENT?

### General Instructions

It is important that data which is collected be as specific as possible and be centered on job performance or any unusual behavior on the job. Recurring patterns ought to be noted. Everyone has an "off day" once in a while so observation or documentation should go on over a period of time. Collection of data helps the supervisor make a fair and impartial assessment of job performance. It also guards against "euphoric recall", that is remembering only the peaks of performance--the "good days" and not the "bad days". The supervisor is not a counselor or judge of the employee. Rather he is someone who assesses performance and then asks for assistance from the Johnson Institute or company resource persons.

### Job Performance

1. Frequent absence or day off with vague or impossible excuses
2. Excessive use of sick leave
3. Tardiness
4. Early departures
5. Erratic or deteriorating production
6. Missed deadlines
7. Failure to follow instructions
8. Errors in judgement
9. Absent from post frequently
10. Repeated or unreasonable accidents on or off the job
11. Patterns of decreased efficiency as compared to past performance

### Other Indications

1. Complaints from fellow workers about an employee who is difficult to "get along with"
2. Over-reaction to criticism
3. Able to get other workers to take over job responsibilities for no good reason
4. Begins to avoid associates
5. Personal appearance becomes "sloppy"
6. May appear withdrawn or preoccupied
7. Wide mood swings during the day for no apparent reason
8. Might smell of liquor or use breath deodorizers

### Date Pertinent to Supervisory Level

1. Becomes lax in his supervisory duties
2. Issues conflicting instructions to employees
3. Uses employees' time and skills to cover responsibilities clearly within his job description
4. Submits incomplete reports and data
5. Mismanages budgets
6. Fails to coordinate schedules

### PRACTICAL EXERCISES

1. You are the supervisor of Ken, a reactor operator. He has been talking quite a bit over the past few weeks about the college classes he is taking, about his new car, and about the house he and his wife just purchased. You have noticed that lately he is talking less, moving more slowly and smiling and joking less than usual. Today he jumped at the sound of a routine alarm and started shaking so badly that he had to be relieved early in his shift.

As Ken's supervisor what would you do?

2. You are the supervisor of Phyllis, a clerical worker. Lately she has developed an attendance problem, coming in late several times a week, sometimes as much as 40 minutes. She always has a good excuse. You have heard a rumor around the office that she has a cocaine problem although there is no outward evidence of this.

As Phyllis' supervisor, what actions would you take?

3. Yesterday, Don, a lead operator on your shift, was on the board when the unit tripped. He stayed there at the board, making sure all the shut-down equipment came on-line appropriately. He was sweating a little and coaching the equipment, saying, "Okay, baby, you're next; let's see you come in right." The unit shut down without incident.

As Don's supervisor, what would you do?

4. You supervise a machinist named Fred. Fred has a history of tardiness, sleeping on the job, and harassing fellow employees. You have reprimanded him several times. Yesterday, in fact, you spoke to him about being away from his post and harassing female employees in the shop. Today, you found him trying to open a locked tool box with a hammer and chisel. When you asked him what he was doing, he began shouting obscenities and swinging the hammer around.

As Fred's supervisor, what would you do?

5. You supervise Toni, a power production engineer. During the last two months she has been working a heavier than usual overtime schedule. Today she seems more irritable than usual, she has snapped at co-workers, and seems to be isolating herself from others at work. You have heard that she is going through a divorce.

As Toni's supervisor, what would you do?

6. Janet, a chemical and radiation technician under your supervision has a history of being a good worker although she has only been in the department for six months. During a conversation with her today, you smell alcohol on her breath.

As Janet's supervisor, what actions would take?

7. You supervise Paul, an instrument and control technician. Paul does well at his work, but is increasingly vocal about his having to conform to plant entry security procedures. Two weeks ago, a security guard told you that he saw Paul destroy a radiation monitoring instrument by puncturing the sensory device with a pencil. He felt it must have been accidental. Today you inadvertently caught Paul doing the same thing to another instrument.

As Paul's supervisor, what would you do?

8. Gwen, a laboratory technician, generally does her work well, but seems to delight in practical jokes. Yesterday after she had completed her assignments and was preparing the lab for the next technician, she set a little trap, covering the test tube used for reactor water chemical analysis with clear cellophane. When the next technician attempted to put a radioactive sample into the test tube, it spilled.

As Gwen's supervisor, what would you do?

HANDLING OF EMPLOYEES  
WHERE THERE IS NEED FOR IMMEDIATE ACTION

That is, handling of employees who appear under the influence of alcohol or drugs.

Overview

- X .... This should be viewed in the context of a threat to his personal safety or his fellow employees. Your concern is whether the employee is physically and mentally capable of performing work in your opinion based on personal observation. Do not accuse the employee of being drunk or under the influence of drugs. (See note attached.)

With many jobs your concern can be viewed in the context of poor public relations, lower production, etc., where safety may not be the primary issue.

- .... This occurrence may or may not be indicative of a chronic problem that should be dealt with in the Employee Assistance Process.

Procedures

1. Ask him if he feels all right.
2. Ask him if he has been taking any medication. If yes, find out what it is and, if necessary, consult with a physician.
3. If there is no reasonable explanation for his behavior pattern, advise him that you think he looks ill and it does not appear that he should be working. Tell him you are making arrangements for him to go to the doctor.
4. If he refuses to see the doctor, and you feel he represents a potential safety problem, you may want to suspend the employee, pending an investigation. If you suspend an individual, take him home. Don't let him drive.
5. Otherwise, make arrangements to take the employee to the doctor for an examination, which should include urine and blood analysis. You should make it clear to the employee that you are concerned with his safety, as well as his peers, and you are not trying to pry into his personal affairs.
6. Make a determination, in conjunction with the doctor, regarding the advisability of allowing this employee to work.
7. If there is evidence of drugs or alcohol in the urine and blood analysis, take the employee home and advise him that you want to discuss this matter further on the following day.
8. The Plant Personnel Department should be consulted and some agreement should be reached regarding appropriate action.

## SOLUTIONS TO PRACTICAL EXERCISES

### 1. Possible Supervisor's Actions

Describe Ken's behavior to him.  
Sit down and talk to him about what has been observed.  
Have a sincere, open-ended talk with him.  
Make him aware of EAP resources.  
Refer him to EAP.  
Advise upper management of the situation.  
Ask him "What's troubling you?"  
Try to find the cause of the problem.  
Give him time off.  
Take disciplinary action.  
Do nothing.  
Tell him to relax and "take it easy".  
Prescribe solutions for him.

### 2. Possible Supervisor's Actions

Document her attendance.  
Sit down with her and confront her with the facts of her attendance problems as you have observed it.  
Issue a warning that a recurrence would result in disciplinary action.  
Make her aware of EAP resources.  
Make notes of her attendance record but do nothing else.  
Caution her as to the dangers of drug abuse.

### 3. Possible Supervisor's Actions

Praise him for his good work in not panicking and in knowing his job.  
Remark about how well he handled the stress.  
Do nothing.  
Ask him why he was sweating.  
Refer to EAP.  
Discuss his stress and symptoms with him.

4. Possible Supervisor's Actions

Go get additional help from security.  
Notify plant management.  
Remove him from site immediately.  
Terminate him.  
Suspend him, document and take disciplinary action.  
Fight the man or handle it alone.  
Confront him with his behavior and tell him see EAP.

5. Possible Supervisor's Actions

Let her know you recognize she is under stress and offer help.  
Suggest EAP.  
Tell her to take some time off.  
Document her behavior and look for other changes.  
Criticize her for her irritability.  
Refer her to EAP only.

6. Possible Supervisor's Actions

Confront her privately with your suspicion of her being under the influence.  
Arrange for medical clarification.  
Have her removed from site.  
Notify plant management.  
Refer to EAP.  
Document but do not confront her.  
Do not make an issue of it due to her good work record.  
Suggest she go to AA meetings.

7. Possible Supervisor's Actions

Remove him from the site.  
Notify plant management or security and document.  
Remove him from site only.  
Suspend him and take immediate disciplinary action.  
Threaten to take action.  
Issue a warning.  
Take away his pencil.  
Refer to EAP only.

8. Possible Supervisor's Actions

Take disciplinary action.  
Document the incident.  
Explain why behavior is dangerous and safety violation.  
Explain that this type of behavior will not be tolerated.  
Explain the job consequences if this type of behavior continues.  
Have a serious talk with her.  
Send her to a safety course.  
Suspend her.  
Inform the plant manager.  
Refer to EAP plus any of the above.  
Ignore the problem.  
Document but take no action.  
Terminate her.  
Refer to EAP only, without discussing with her first.

## BEHAVIORAL OBSERVATION TRAINING

### PARTICIPANTS' EVALUATION

Please take a few moments to answer the questions below:

Based on the training you received today, are you able to:

1. Be aware of your role and responsibilities for behavioral reliability?
2. Identify and describe behavioral unreliability or emotional instability?
3. Know how to approach and talk to employees who show behavior change toward unreliability?
4. Know and follow the administrative steps necessary when behavioral unreliability is observed?

Please comment as to the appropriateness of the length of the training (i.e., too long, too short)

Please comment on the strength/weaknesses of the training you received today. Were any deficiencies noted?

Other comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**PGandE****FOR INTRA-COMPANY USES**

From Division or Department VP-NUCLEAR POWER GENERATION  
To Division or Department DIABLO CANYON POWER PLANT  
FILE NO. 726  
RE: LETTER OF  
SUBJECT Drug Prevention Policy

July 2, 1985

TO ALL DIABLO CANYON POWER PLANT EMPLOYEES:

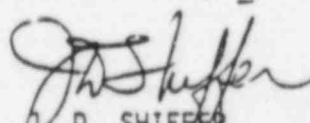
As most of you know, a second undercover operation at the plant was completed and resulted in criminal charges being taken against several contractor employees who were involved with drugs. I was pleased to note that no such charges were filed against Nuclear Power Generation employees. You are to be commended for your adherence to the Company Drug Prevention Policy.

However, because of the attention given the recent incident, I think it is timely to revisit the Company Drug Prevention Policy. You should have received a copy of this policy in the mail in March along with a cover letter from Fred Mielke, our Chairman of the Board. I have attached another copy for your review now.

This policy is designed to make PGandE a drug-free workplace. Maintaining a drug-free environment at the plant is essential to achieve that goal and to the safe and efficient operation of the plant.

While the recent arrests did not point to drug use at the plant, they did indicate that off-site drug activity does exist. I would like to point out that Item 3 in the attached policy states "employees who engage in off-the-job or off-premises illegal drug activity...which undermines the public's confidence in PGandE to provide service will also be subject to disciplinary action up to and including termination of employment."

I encourage you to follow the policy in all respects. Local 1245, International Brotherhood of Electrical Workers, also supports this effort. Thanks for your total cooperation on this critical subject.

  
D. D. SHIFFER

JDS(222-4684):mr

cc: GAManeatis  
IWBonbright  
RHCunningham  
CEWelte

Attachments

# PACIFIC GAS AND ELECTRIC COMPANY

77 BEALE STREET • SAN FRANCISCO, CALIFORNIA 94106 • (415) 972-2583

FREDERICK W. MIELKE, JR.  
CHAIRMAN OF THE BOARD

March 1, 1985

Dear PGandE Employee:

I enlist your help in correcting a serious problem that affects your Company, your family, your friends and co-workers, and the public we serve. The problem is drug abuse.

The American workplace is suffering a silent epidemic of drug abuse. PGandE's workplace, unfortunately, is no exception. This is especially distressing when we reflect on PGandE's tradition of providing a safe and wholesome work environment for our employees and safe and reliable service to our customers.

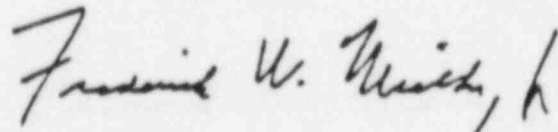
This problem must be corrected.

As a first step, we have adopted a clear statement of Company-wide policy on drug use in the workplace. A copy is enclosed. Please read it carefully and discuss it with your co-workers, your supervisor, and your family. Many people at PGandE joined in developing this policy statement — officers, supervisors, regional and division managers, and bargaining unit representatives. It states unequivocally what our policy is and what will be done if that policy is violated.

If you know someone who is using drugs on the job, please let him or her know your concern about your safety and theirs. If you are using drugs yourself, now is the time to take corrective action. PGandE's Employee Assistance Program will help you or a family member deal with drug dependency or other personal problems on an entirely confidential basis.

I ask for your support in working together to make PGandE a drug-free workplace.

FWM:um  
Enclosure



# Pacific Gas and Electric Company's Drug Prevention Policy

The Pacific Gas and Electric Company is committed to protecting the health, well-being, and safety of individual employees, their co-workers, and the public at large from the hazards caused by the misuse of drugs by employees.

Because of the importance of this commitment and the addictive and secretive nature of drug abuse, accomplishing this goal will require the full support of all levels of management and supervision as well as that of each employee.

The following policy on drug abuse is adopted as an initial step toward reaching this goal:

1. Employees must not possess, use, furnish, sell, or offer illegal drugs or other controlled substances (as defined under Federal or California Law) while on the job or on Company premises. Proof that an employee furnished, sold, or offered illegal drugs or controlled substances while on the job or on Company premises will result in termination of employment. Proof of possession or use of illegal drugs or controlled substances while on the job or on Company premises will be cause for disciplinary action up to and including termination of employment.
2. Evidence of employees who possess, use, or are involved in furnishing, selling, or offering illegal drugs while on the job or on Company premises must be reported by the employee's supervisor to the Security Department of the Company for referral to the appropriate law enforcement agencies.
3. Employees who engaged in off-the-job or off-premises illegal drug activity that impairs their work performance, causes damage to Company or public property, jeopardizes their own safety or that of co-workers, Company customers or the general public, or undermines the public's confidence in PGandE to provide service will also be subject to disciplinary action up to and including termination of employment.

Employees are required to perform their duties in a safe and efficient manner, and supervisors have a responsibility to assure that this is done. If a supervisor becomes aware that an employee is working in an unsafe manner, the supervisor is responsible for taking those actions necessary to assure that safe work conditions are maintained.

5. Employees who are using prescription drugs or other medication which may affect their ability to work safely are responsible for bringing the matter to their supervisor's attention. Supervisors should be alert to the effects of medication or illness on an employee's capabilities to perform work safely and efficiently.
6. Employees and supervisors are encouraged to seek assistance before drug abuse affects job performance. The Company's Employee Assistance Program is available to help employees and their families with drug-related problems. Participation in the Program is voluntary, and the help is provided on a confidential basis. Program counselors will not disclose information on illegal drug activity of employees who participate in the Program. However, participation in the Employee Assistance Program does not relieve employees of their responsibility to meet work performance requirements.

This policy is included within Standard Practice No. 735.6-1—Employee Conduct.

Attachment MNOTICE

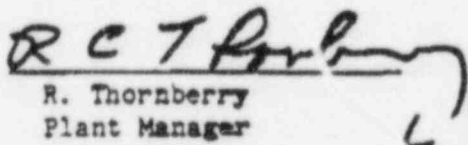
To All Workers at Diablo Canyon:

As you may be aware, local law enforcement and the PG&E Corporate Security Department concluded an undercover operation yesterday with the arrests of some 20 employees and former employees for drug violations.

The use and sale of drugs at Diablo Canyon is strictly prohibited. Drugs represent a substantial hazard to those who use them and to their fellow employees. Because of the critical nature of the work we do here, we cannot tolerate the presence of drugs at Diablo Canyon.

The PG&E Corporate Security Department will be conducting an ongoing investigation of illegal drug activities at the plant. Persons with information regarding such activities may provide the information to the Corporate Security Staff on a confidential basis by calling 805-549-0421 or 805-549-0443 or PG&E 664-260 and 664-255.

  
R. Etzler  
Field Construction Manager

  
R. Thornberry  
Plant Manager

~ 12-8-83