

# The Code of Excellence Program

Developed By  
IBEW Local Union 77 – Energy Northwest  
Columbia Generating Station



The Code of Excellence is a program designed to provide increased value to Energy Northwest (EN) by enhancing the performance of IBEW members. The Code of Excellence is designed to instill the highest level of craftsmanship in the IBEW members and provide efficiency between labor and management that is devoted to furthering our common objectives by maintaining our high standards of workmanship while improving productivity and reliability.

The objectives of the program are to create an infrastructure within the Local Union that reinforces universal high standards for members to perform the highest quality and quantity of work and personal conduct at EN. In addition to building a renewed awareness among EN employees are the importance of proper management, planning and supervision necessary to be competitive in the nuclear industry. The Code seeks to build upon IBEW skill and training advantages and combine them with a well managed work place, a professional attitude and productive mentality.

Coupling the IBEW's inherent advantages with our image of excellence and a cooperative attitude can go far toward meeting the needs of EN and customers (BPA). The Code requires that the IBEW and EN work as a team.

The program's core strengths are its explicitness and its standards for excellence. It is explicit in the sense that it clearly defines the responsibilities of the IBEW Local Union (LU), EN, and workers, which leads to enhanced customer value.

The Code of Excellence will address issues at EN related to poor productivity and attitude. It enforces the high standards of conduct that are the norm for IBEW members and makes them universal. The establishment of the Code will promptly address any efforts to disrupt jobs or undermine efficiency. This is done by creating a working environment between EN management and LU stewards to address these work issues at the lowest level between membership, and if required Stewards. This is accomplished by focusing on the responsibilities of EN to provide proper management, planning and supervision. This team effort will create increased confidence among EN employees in the value provided by IBEW members.

## **Background and General Principles**

The principles of the Code of Excellence are a program for LUs and employers to improve job performance in the industry by creating customer awareness, establishing mutual accountability, improving productivity and reducing conflicts. The realities that underlie the details of the Code

establish the motivation behind the creation of the Code, and the urgent need that exists for its implementation.

## Realities of the Day

The Code is brought forth in an overall effort to enhance performance of IBEW members and EN's safety, reliability, and predictability.

Being successful is about more than wages and other compensation. There are many factors at EN that have a substantial effect on success. The efficient management of tools and materials, effective supervision, and the workers' commitment to perform to expectations all affect the ability to be successful. Therefore, the IBEW Local Union, the members, and EN share responsibility and accountability for our success.

## Finding Solutions

The Code of Excellence will enhance our ability to improve EN's nuclear rating, get out from underneath additional regulatory oversight, eliminate unscheduled outages, meet commitments, and improve customer satisfaction. IBEW members are some of the best craftsmen in North America. This does not always translate into success. Inadequate planning, inefficiencies and supervision as well as inappropriate activities by certain members can create a non-productive atmosphere and can ultimately lead to injuries, customer dissatisfaction, job losses, and/or plant closure.

The Code of Excellence takes a multi-tier approach to addressing these problems:

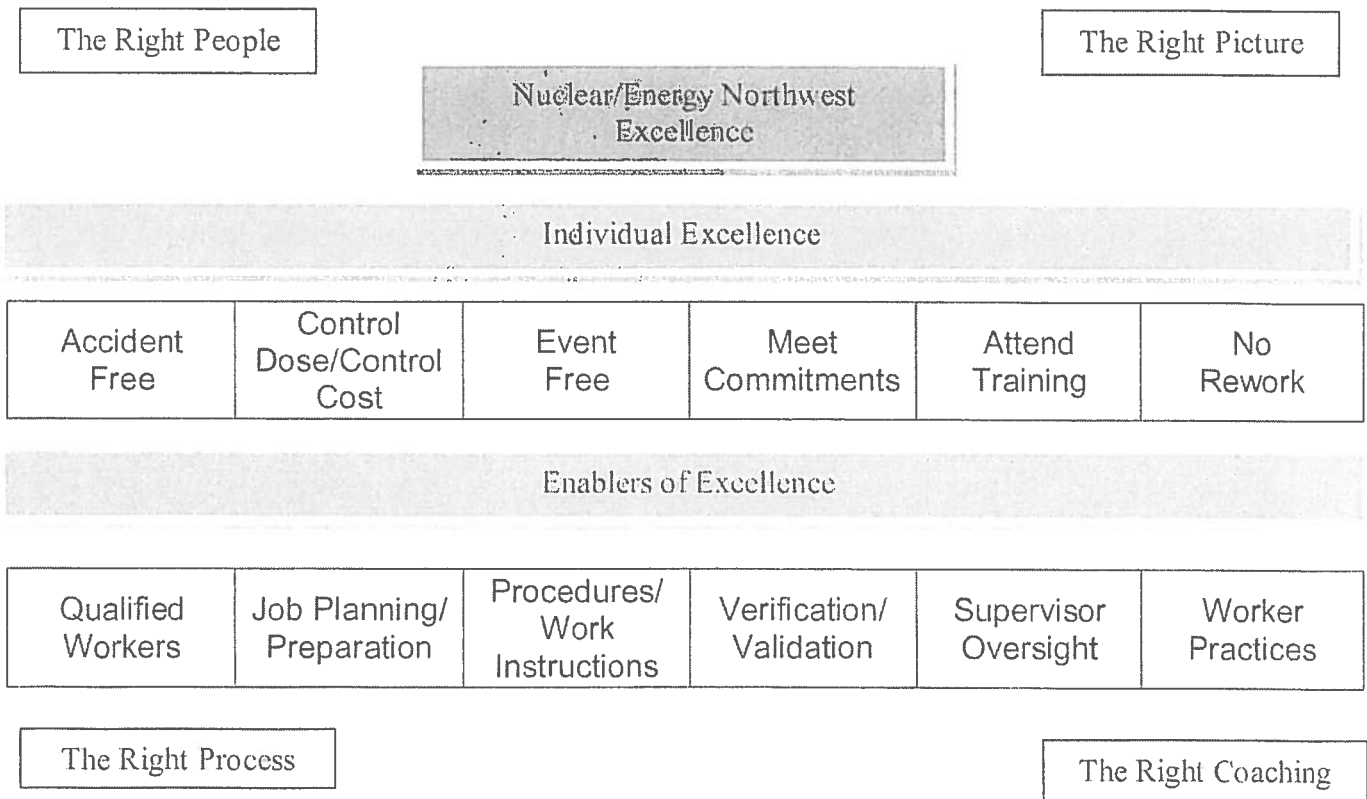
1. **Establishing Standards of Conduct:** Internationally, the vast majority of IBEW members work for numerous employers over a period of time. Some members are hired into Union positions, similar to those at EN, and they have little if any exposure or background as to what being a Union member represents. IBEW members represent an important investment. Should they be laid off or terminated due to behavioral or performance problems on the job, there is an economic impact due to lost production, new employee hiring and training. Under the Code of Excellence, the LU and EN have an obligation to establish standards of conduct by utilizing a peer-to-peer coaching process that will enhance the work performance and behaviors among the membership and all employees. Once the membership is educated on the importance of the Code, each individual will be responsible for and holding each other to living up to the standards set forth therein.
2. **Stressing Enforcement and Accountability:** The vast majority of IBEW members understand that disruptive activities on the job reduce productivity and make it difficult for EN to become a top performer in the nuclear industry. For the Code of Excellence to be effective, each member will be responsible to hold each other accountable to the standards.
3. **Providing Membership Education:** Membership education is imperative to understanding why the Code of Excellence is so vital and for establishing baseline expectations. The education program will explain how certain membership activities only hurt productivity and hinder success. The program will stress the relationships that exist

between attitude, productivity and success. The membership will also be encouraged to learn the latest technologies to enhance their value to EN.

4. **Recognizing Employer Responsibility and Accountability:** The Code of Excellence cannot function without the active support and participation of EN, who is responsible for planning, supervision and management. In the drive to improve productivity, EN must increase the efficiency of their operations and more effectively use the skills of IBEW members.
5. **Providing Supervisory Education:** The program stresses the need for supervisory education. Effective supervision is one of the key challenges for EN. Supervisors must also recognize why the Code of Excellence is so vital to establish baseline expectations. They are the front line of EN's interface with the worker, and their actions have a large impact on worker attitude and productivity. The Code of Excellence calls for all supervisors to participate in initial training on the Code, which may be supplemented by other EN training for managers and supervisors.
6. **Defining Joint Responsibilities:** The Code of Excellence recognizes that there are areas where the IBEW LU and EN jointly share responsibility. Key joint responsibilities include leadership, cooperation, education and mutual respect.

**7. Nuclear/Corporate Excellence**

The Code of Excellence at Energy Northwest is an extension of the EN Excellence Models. Specifically, the Code describes how IBEW Local 77 members will contribute to excellence in the worker practices they exhibit.



## Standards of Conduct

The Code of Excellence will not succeed if its Standards of Conduct are simply a collection of abstract principles and broadly worded directives. Below are the defined areas of the Standards. Thus, it is imperative those specific standards of conduct of IBEW Local 77 members are clearly spelled out. The Code of Excellence recognizes that specific laws and EN work rules may supplement these standards.

The LU will provide all bargaining unit members working at EN with a copy of the Code of Excellence. IBEW Local Union 77 will encourage all members to embrace the Code of Excellence. EN will apply the Standards of Conduct and their respective work rules in a fair and equitable manner.

By following these Standards, IBEW members will attain an accident free workplace, will control dose/control cost, remain event free, meet commitments, participate and attend training, and to perform work without the need for rework.

1. Come to work on time, fit for duty and ready to work.
2. Observe employer safety and work rules.
3. Demonstrate zero tolerance for alcohol and substance abuse.
4. Exercise your skills and abilities of the trade.
5. Own up to a full day's work and be on the job.
6. Follow safe, reasonable, and legitimate management directives.
7. Encourage respect for employer's and employee's rights and property.
8. Care for tools and equipment provided by the employer.
9. Limit lunch and break times to allocated periods; adhere to start and quit times.
10. Employ the proper tool for the job and maintain personal tool responsibilities.
11. Curtail idle time and/or pursuit of personal business on the job, including cell phone and non-business related internet use.
12. Eliminate job disruptions and refuse to engage in slowdowns or activities designed to extend the job, create overtime or any other conduct that would cast the IBEW in bad light.
13. Personnel will seek out and identify things they can do to support/initiate improvements at their work location (e.g., Columbia, Nine Canyon).

Compliance to the Code of Excellence is progressive; peer to peer, peer group to member, Steward to member, Business Office to member, and finally, if warranted, possible or probable expulsion from the Union is indicated (i.e., removal from IBEW membership). This will only occur pursuant to decision by the Local Union Trial Board acting on proper charges filed in accordance with the IBEW Constitution. The charged member will have all rights of appeal provided in the IBEW Constitution. In cases where the corrective action requires appearance before the Unit Committee, Code of Excellence Committee or participation in specified training and the worker fails to comply without good cause, the worker will be subject to the next level of corrective action for the applicable prohibited activity.

## IBEW Membership Education

Educating IBEW members about the rationale behind the Code of Excellence and the details of the Code of Excellence itself is a vital component of the overall program. Education will be

conducted on a periodic basis so that all current and future members will be familiar with the details of the Code of Excellence. The focus of the education will be to explain the importance of the Code of Excellence program to IBEW members and provide information about the Standards of Conduct and potential disciplinary actions for non-compliance.

## **Employer Responsibilities**

As stated above, the Code cannot function without the active support and participation of EN. Although EN is generally responsible for management, planning and supervision, the Code recognizes the cooperation with IBEW LUs and workers in these areas can reduce cost and improve productivity. EN and the LU representatives may engage in planning to address issues such as anticipated manpower requirements, management of tools and materials and special qualifications. There are substantial opportunities for productivity improvement and cost reduction in these areas.

## **Supervisory Training and Education**

High quality supervision is essential to the success of the program. Supervisory personnel must have the ability and the training that will enable effective oversight of workers under their direction. EN will educate supervisory employees about the Code of Excellence. Most importantly, EN should ensure that supervisory personnel are prepared to fairly and effectively oversee IBEW workers. Supervisors need to be well organized, engaged, and be adequately skilled to address behavior, performance and other personnel work issues.

## LETTER OF AGREEMENT

The Code of Excellence is established to enhance the value of IBEW workers and Energy Northwest. The provisions of the Code of Excellence Program are the result of the good faith efforts by IBEW Local 77 and Energy Northwest to address productivity issues and increase safety, reliability and predictability. The provisions of the Program contained herein may be changed at any time by the mutual consent of the parties.

Both parties agree the Code of Excellence Program is not intended to, nor does it replace, amend, or in any way affect the terms and conditions of any existing Collective Bargaining Agreement between IBEW Local 77 and Energy Northwest.


Any question or dispute as to whether either party is complying with this Code of Excellence Program will be subject to resolution only by meetings between the parties involved and will not be subject to the dispute resolution provisions of any Collective Bargaining Agreement or any proceeding external to Energy Northwest.

The Code of Excellence Program supports peer-to-peer coaching by IBEW Local 77 members, including Local 77 members supporting the Observation Program.

IBEW will be permitted to provide training regarding this Code on-site at Energy Northwest on a schedule that is mutually agreed to by the parties. This will be done on a non-precedent setting basis that in no way establishes a past practice. Further, by permitting this on-site training, there is no agreement, implied or otherwise, that the Union will be allowed to provide any other type of training or conduct any other type of meetings with its members on Energy Northwest premises in the future.

The Code of Excellence Program shall take effect on the 1<sup>st</sup> day of July 2012, and shall remain in effect through October 1, 2013. It shall continue in effect from year to year thereafter, from October 2 to October 1 each year, unless changed or terminated in the way provided herein. Either party desiring to terminate this Program must provide written notice to the other party at least thirty (30) days prior to the expiration date of the Program or any anniversary date occurring thereafter.

SIGNED FOR IBEW LOCAL 77:

  
Tom McMahon  
IBEW Local 77 Asst Business Manager

6/27/12  
Date

SIGNED FOR ENERGY NORTHWEST:

  
Brad Sawatzke  
Vice President, Nuclear Generation

7/2/12  
Date

Dan T. [Signature] 6/27/2012  
Shop Steward Date

Dale Atkinson 7-2-12  
Date  
Vice President, Emp Dev & Corp Serv

[Signature] 6/27/12  
Shop Steward Date

[Signature] 7-2-12  
Date  
Grover Hettle  
Vice President, Operations

[Signature] 6/27/12  
Shop Steward Date

[Signature] 7-2-12  
Date  
Bruce MacKissock  
Plant General Manager

Bill Winters 6/27/12  
Shop Steward Date

Julie Marboe 7/2/12  
Date  
Labor Relations

Frank [Signature] 6/27/12  
Shop Steward Date

[Signature] 6/27/12  
Shop Steward Date

Maureen [Signature] 6/27/12  
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