

**PACIFIC GAS AND ELECTRIC COMPANY  
General Rate Case 2011 Phase I  
Application 09-12-020  
Data Response**

PG&E Data Request No.:	DRA_181-03		
PG&E File Name:	GRC2011-Ph-I_DR_DRA_181-Q03		
Request Date:	March 5, 2010	Requester DR No.:	DRA-181-MCL
Date Sent:	March 19, 2010	Requesting Party:	DRA
PG&E Witness:	Renee Parnell	Requester:	Mariana Campbell

**SUBJECT: CORPORATE RELATIONS DEPARTMENT COSTS**

**QUESTION 3**

In reference to WP 12-40, Historical and Forecast, Schedule 1: for years 2008 and 2009, there is a \$643,000 increase in Outside Services.

- A. Provide supplemental information including description, places, locations, and cost breakdowns of each and all of PG&E's Leadership Meetings. Include a list of these leadership meetings for years 2008, 2009, and same information for leadership meetings that will be conducted in year 2011. Provide a list and cost for any Leadership Meetings that have been conducted in the present year 2010.
- B. Provide supplemental information including description and cost breakdowns for each program included in the \$373,000 spent for all Internal Employee Programs (i.e., officer field visits, PGE@work and retiree newsletters, executive communications, all employee-meetings).
- C. Provide a sample of PG&E's - PGE@work and retiree newsletter. Explain what are officer field visits and provide, for years 2007, 2008, 2009, and 2010, a cost breakdown of these field visits and indicate how often these visits occurred. Explain what the ratepayer benefits of these field visits are.

**ANSWER 3**

PG&E objects to this request on the grounds that the question asks for actual 2009 and 2010 data, while PG&E's request is based on 2008 recorded data. Notwithstanding the foregoing and without waiving PG&E's right to object to the admissibility of the requested information into evidence, PG&E responds as follows:

- A. Leadership meeting descriptions, locations and dates are as follows:

**Leadership Forum**

- The Leadership Forum is held annually with the Extended Leadership Team (ELT), which includes approximately 2,500 employees. The purpose of these meetings is to discuss our performance from the previous year, our objectives and priorities for the current year, and leadership expectations.
  - 2008 Leadership Forum
    - Oakland Marriott City Center on January 16 and 17
  - 2009 Leadership Forum
    - Sacramento Radisson on February 3, 4 and 5
  - 2010 Leadership Forum
    - Sacramento Radisson on January 27 and 28
    - Fresno Radisson on February 9
  - 2011 Leadership Forum
    - Schedule is TBD

#### **Officer and Director (O&D) Meetings**

- The O&D Meetings are typically held bi-annually with all officers and directors, which includes approximately 250 employees. The purpose of these meetings is to align our senior leadership on the company's vision, values, goals and strategies.
  - 2008 O&D Meetings
    - Oakland Marriott City Center on January 15
    - San Ramon Valley Conference Center on August 6
    - San Ramon Valley Conference Center on November 20
  - 2009 O&D Meetings
    - San Ramon Valley Conference Center on June 4
    - San Ramon Valley Conference Center on November 19
  - 2010 O&D Meetings
    - Currently scheduled to be held at the San Ramon Valley Conference Center on May 26 and November 4
  - 2011 O&D Meetings
    - Schedule is TBD

#### **ELT Conference Calls**

- The ELT Conference Calls are typically held quarterly with all ELT members, which includes approximately 2,500 employees. The purpose of these calls is to update our leadership team on the

company's business performance, earnings and other key issues affecting PG&E.

- 2008 ELT Calls
  - April 18
  - July 14
  - September 29
  - October 15
  
- 2009 ELT Calls
  - May 7
  - August 5
  - October 29
  
- 2010 ELT Calls
  - Schedule is TBD
  
- 2011 ELT Calls
  - Schedule is TBD

The cost breakdown for the Leadership forums for 2008 to 2010 YTD as of March 16<sup>th</sup> is as follows:

	Spend
2008	\$345K
2009	\$354K
2010 YTD (March 16)	\$24K

B. Descriptions for each program are as follows:

### **Officer Field Visits**

The Officer Field Visit program began in 2006 with town hall style meetings across PG&E's service territory. During these meetings, the officers deliver messages around safety, operational excellence, human performance, and vision and values, and provide an overview of their line of business. Employees then have an opportunity to ask the officers questions.

As part of this program, the Employee Engagement team also organizes Breakfast With an Officer and Coffee With an Officer events. These are less formal and are typically held with smaller groups of employees.

### **All Employee Meetings**

The All Employee Meeting is held annually at the General Office in San Francisco. All employees are invited to attend in person or via conference call. During the meeting, senior leadership reviews the past year's performance and discusses our focus for the current year. Employees are also given the opportunity to ask questions.

Occasionally a special All Employee Meeting will be held to make an important announcement companywide. For example, an All Employee Meeting was held on July 2, 2009, to announce the promotion of Chris Johns to president of the Utility.

**The PG&E @Work Bulletin**

Weekly e-newsletter with upcoming activities, policy changes, educational opportunities, benefits information and safety messages. Sent via e-mail to all employees.

**The ELT Roundup**

Weekly e-newsletter sent to all supervisor-level and above employees. Contains information for leaders to pass along to their teams, especially "Five-Minute Meetings" to conduct with field teams concerning values, policies, safety, etc. Also contains leadership skill building workshop information and administrative directions for managing teams.

**The PG&E @Work intranet site**

Internal online resource for article about employees' accomplishments, company honors and achievements, breaking news, storm information, safety statistics, and other topics of internal interest.

**PG&E Retiree News**

Monthly brochure for PG&E retirees and pension recipients; contains benefits information, customer information, notices of retirements and deaths and alumni activities (example attached in PDF).

**Executive Communications**

Internal Communications is responsible for helping to craft and disseminate officer messages on a weekly, monthly and ad hoc basis for a variety of leaders.

**The PG&E At Work print newsletter**

A quarterly print publication, issued from 2004-2009. We ceased publication with the December 2009 issue (example attached in PDF).

The 2008 and 2009 cost breakdown for Internal Employee Programs (officer field visits, PGE@work, retiree newsletters, executive communications and all employee meetings are as follows:

	<u>2008</u>	<u>2009</u>
Officer field visits	22,000	14,000
<u>PGE@work</u>	107,000	141,000
Retiree newsletters	31,000	25,000
Executive communications	2,000	not tracked in same manner as 2008
All employee meetings	<u>29,000</u>	<u>22,000</u>
	191,000	202,000

C.

### **Officer Field Visits (Description)**

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List of officer field visits:

2007 Officer Field Visits:

- 10 field visits
- 4 BT Foundational Release Officer/Employee Meetings
- 4 RMC-Specific Officer/Employee Meetings
- 3 Breakfast Meetings with Tom King

2008 Officer Field Visits:

- 7 field visits (one in each service area)

2009 Officer Field Visits:

- 10 field visits
- 6 Breakfast With an Officer events
- 3 Coffee With an Officer events

2010 Officer Field Visits:

- Schedule is TBD

The objective of the Officer Field Visit program is to improve employee engagement by:

1. Creating a two-way conversation between officers and employees
2. Increasing the visibility of our senior management, and

3. Improving employee understanding of key initiatives, programs and issues affecting the company

The cost breakdown for the office field visits from 2007 – 2010 YTD as of March 16, is as follows:

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010 (3/16 YTD)</u>
Officer field visits	61,000	22,000	14,000	23