

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

PG&E Data Request No.:	DRA_243-04		
PG&E File Name:	GRC2011-Ph-I_DR_DRA_243-Q04		
Request Date:	April 1, 2010	Requester DR No.:	DRA-243-DFB
Date Sent:	April 14, 2010	Requesting Party:	DRA
PG&E Witness:	Steve Leder	Requester:	Donna Fay Bower

SUBJECT: HR TALENT MANAGEMENT

QUESTION 4

Please provide a detailed explanation as to why Talent Management can not function with only 74 FTEs. How did PG&E determine the need for seven FTEs? Please provide a detailed explanation for the increase in FTEs.

ANSWER 4

Please note that Talent Management forecast the additional seven FTEs for 2009, but not all of the positions were actually filled in 2009. In addition, Talent Management forecasts that headcount will go down to 67 FTEs in 2010 and 2011 “due to shifts in reporting structure, overall reduction in HR headcount, and the elimination of vacancies.” Exhibit (PG&E-6), p. 14-10; see *also* WP 14-5.

The additional seven FTEs forecast for 2009 were related to the following:

- 3 additional FTEs for the establishment of the Talent Acquisition Manager function. These managers serve as the strategic consultants to the lines of business on recruiting and staffing related issues. These positions were added to allow HR to provide support to the LOBs in fulfilling their staffing needs (e.g., decreased time to fill, support for filling internally posted jobs, more effective workforce planning).
- 1 additional FTE for a manager to lead the HR reporting function within Workforce Planning and Analytics. This position was needed to develop a strategy for the reporting team and provide more guidance to ensure reporting of HR data is consistent and streamlined.
- 1 additional FTE for administrative support for the Sr. Director of Talent Management. This shift does not represent a net increase in headcount in HR.

- 2 additional FTEs related to transferring the Performance Management function into Talent Management. This shift does not represent a net increase in headcount in HR.