

PUBLIC UTILITIES COMMISSION

505 VAN NESS AVENUE
SAN FRANCISCO, CA 94102-3298



October 3, 2011

To: PG&E
RegRelSBRequests@pge.com

From: Gina Adams
(916) 327-1407
GA2@cpuc.ca.gov

Re: Information on PG&E Corporation

DATA REQUEST:

Due Date: October 14, 2011

Dear PG&E:

The California Public Utilities Commission's (CPUC) Consumer and Protection and Safety Division (CPSD) requests information as described in the attached document.

Please carefully review the specifics of the attached data request. If you have any questions, do not hesitate to contact me via email (GA2@cpuc.ca.gov) or telephone (916) 327-1407. Please submit the Data Response on or before **October 14, 2011** to SanBrunoGasSafety@cpuc.ca.gov and Hard Copy to:

California Public Utilities Commission
CPSD – Gina Adams, Utility Enforcement Branch
770 L Street
Sacramento, CA 95812

This request is extensive. As such, if you can provide the information in a piecemeal fashion as it becomes available. If for any reason, you are unable to complete the data request by October 14, 2011, please provide a written explanation by 5:00 pm on October 12, 2011 and provide the date that you expect to fulfill the request.

Thank you for your cooperation.
Sincerely,

Gina Adams
CPSD
(916) 327-1407
GA2@cpuc.ca.gov

DEFINITIONS AND INSTRUCTIONS

- A. You", "your", "responding party", and "respondent" refers to **PG&E**.
- B. The term "data" refers to any and all documents, work papers, reports, reference materials, spreadsheets, diskettes and any other papers or files in the respondent's possession, or in the possession of its agents, staff or representatives, including all written, recorded or graphic matters, however produced or reproduced, records, notes, summaries, schedules, contracts or diaries, reports, forecasts or appraisals, memoranda of telephone or in person conversations by or with any person, or any other memoranda, correspondence, letters, mail, e-mail, attachments to e-mail and all other forms of correspondence (however recorded), telegraphs, telexes or cables – whether presently in electronic or hard-copy form.
- C. Person means, in the plural as well as the singular, any natural person, association, partnership, corporation, or other form of legal entity, including all representatives of any such person.
- D. In answering each request, please reiterate the text of the data request to which the respondent is responding.
- E. Please provide responses electronically via e-mail and in hard copy. For data available only in hard copy, please so state on your email response when the hard copy response was sent.
- F. For any response that requires computation and/or calculation, please provide any and all relevant calculations on diskette(s) in Excel format.
- G. If any response refers to specific source document(s), please identify the source documents(s), specify the pages that are referenced and provide copies of the source documents(s).
- H. Provide the name and title of the person(s) who responded to the question(s) and his or her employer.

DATA REQUEST

Please provide a Document Index that includes all requested documents relevant to this request. Uniquely number each document for identification.

- 1) Provide organizational charts for PG&E Corporation since 1997 that includes all of the subsidiary companies, the dates created/acquired, the dates dissolved, and lists of any transferred assets of \$1 million or more, and dates of the transfers.
- 2) After the bankruptcy in 2001, describe any changes PG&E made to employee benefits, wage rates, or any other factors that could have affected employee recruitment and retention.
- 3) 2010 Annual Report states that PG&E incurred \$59 million, after-tax of costs to perform accelerated system-wide natural gas integrity surveys and associated remedial work.
 - a) Who directed the surveys?
 - b) Who directed that they be accelerated?
 - c) Provide the document(s) that authorized the surveys and the accelerated work, and provide the title and position of the manager who authorized the work.
 - d) Did PG&E recover costs in rates for the surveys?
 - e) Describe what was being surveyed, the intent of the surveys, the results of the surveys, and how the results were used.
 - f) Provide a final report, or final summary if a formal report was not issued.
- 4) Does PG&E perform intermittent and/or unplanned alcohol and/or drug testing for all levels of personnel from front-line employees to senior management?
- 5) 2010 Annual Report notes that the utility incurred \$38 million, after-tax, of severance costs related to the elimination of approximately 2% of its workforce.
 - a) What is 2% in terms of number of employees?
 - b) Provide the meeting minutes or document that authorized the workforce reduction.
 - c) Describe the process and/or selection criteria used to determine the units that would incur the reductions.
 - d) How many reductions were made to the natural gas transmission pipeline section?

- e) How many reductions were made to the integrity management team, pursuant to Subpart O of 49 CFR 192?
- 6) Provide a copy of the PG&E Corp Annual Report for the years 1997 through 2003.
 - 7) Describe or provide a list of requests for the recovery of costs for safety improvements to the natural gas transmission pipeline system that were denied by the CPUC and the reasons for the denial, from 2005-2010.
 - 8) Provide lists of the Officers of PG&E Corporation and the Officers of PG&E Company for each year, beginning 2005 to present.
 - 9) Provide any and all memos from management, any speeches to employees, any posters for the office, any paycheck inserts, or any other tangible item(s) that describes the mission and primary responsibilities or goals to employees of natural gas transmission operations units.
 - 10) Provide meeting minutes from the board meetings and the dates of the board meetings from 2005 - present.
 - 11) Describe the types of activities or actions that qualify for the Long-term Incentive Plan awards (LTIP).
 - a) Describe the process used to identify awardees, choose successful awardees, and determine the amount of the awards.
 - b) Provide any and all written documentation provided to PG&E employees that describes the LTIP.
 - c) Provide the title and unit of the employees who received the LTIP awards, and the amount of money or number of stock shares and the date.
 - d) Provide a list of candidates who were nominated but did not receive LTIP awards.
 - 12) Describe all other "awards" provided to employees, either financial or intangible, and the qualifications or actions that would warrant the awards, from 2005 to present.
 - 13) Describe any and all strategies used to retain experienced employees in natural gas transmission operations, from 2005 to present.
 - 14) Describe the process and media that PG&E uses to solicit candidates to fill vacant director, superintendent, and supervisor positions in natural gas transmission operations. Provide the Job Bulletins or document that describes the knowledge, skills, abilities, and responsibilities for each classification.
 - 15) Currently, what percentage what quantity of supervisors and superintendents and what percentage and quantity of directors in the natural gas transmission pipeline section were promoted from within or from the operational levels at similar gas companies?

- 16) How many times from 2005 to present was the natural gas transmission pipeline section re-organized?
- a) How was each reorganization carried out ,i.e. how were the new organizational structures conveyed to management and employees?
 - b) Provide all notices, memos, and/or notifications to management and employees about the reorganizations.
- 17) The report of the Independent Review Panel notes that in 2009, Energy Delivery realigned the Maintenance and Construction departments to “support improved line-of-site and accountability.” Can you show an org chart how it was realigned (before and after org charts)?
- a) Define or interpret “line-of-sight.” Explain how this improved accountability.
 - b) Was the reorganization successful in that it achieved what was intended?
 - c) Who directed the reorganization?
 - d) Provide an example of how or to whom the staff responsible for gas transmission pipeline operations would have been held accountable prior to the realignment, and how or to whom the staff would be held accountable after the realignment?
 - e) Describe the benefits achieved by the realignment.
- 18) Does PG&E employ a separate team of natural gas transmission safety specialists or pipeline integrity specialists directed to perform integrity management, per subpart O of 49 CFR 192?
- a) Where are the team(s) located?
 - b) To whom do the team(s) report? Provide a PG&E org chart that shows where the reporting hierarchy as it relates to the CEO.
 - c) Do the teams or members of the team(s) oversee or participate in natural gas transmission pipeline repair or replace prioritization?
 - d) Are a specified number of personnel responsible for gas pipeline work in high-consequence areas, as opposed to non HCAs?
 - e) Is training provided specific to HCAs? Do HCAs have different needs, possibly a higher level of system integrity? Did PG&E provide separate protocols or separate training for incidences in HCAs as opposed to non-HCAs?
 - f) Define PG&E’s training requirements for new-hires, and frequency of ongoing training for PG&E natural gas transmission pipeline employees

that perform work under subpart O of 49 CFR 192. Describe the courses and objectives of the courses.

- g) Provide recruitment bulletin or other document and duty statement of the entry-level position.
 - h) Describe the industry standard for training. Show whether PG&E meets the minimum industry standard, exceeds the standard, or fails to meet the standards.
 - i) Define any incentives provided to the natural gas transmission pipeline integrity specialists to retain the employees.
 - j) Provide staffing levels on an annual basis for natural gas transmission pipeline integrity specialists from 2005 - 2011.
 - k) When PG&E experiences vacancies, how quickly does it fill those positions and train the new or redirected employees?
- 19) The report of the Independent Review Panel notes that “PG&E’s gas transmission operations were spread over several integrated electric and gas organizational units.”
- a) What type(s) of communication provided cross-cutting information to the several integrated electric and gas organizational units (for example weekly management meetings, periodic newsletters or notifications)?
 - b) Provide meeting minutes. If no formal meeting minutes exist, provide agendas, informal notes, and other communications.
- 20) How are employment bulletins for vacant positions in the natural gas transmission and operations publicized both within and outside the company?
- a) What media are used?
 - b) Provide a bulletin for a new-hire entry-level position, a crew foreman, a supervisor, and a superintendent.
 - c) Does the Human Resources evaluation personnel use weighing and ranking criteria for the applications to ensure that the most qualified candidates are hired? If yes, provide those criteria.
 - d) Describe the industry standard for training. Show whether PG&E meets the minimum industry standard, exceeds the standard, or fails to meet the standards.
 - e) Define any incentives provided to the natural gas transmission pipeline operations employees to retain the employees.
 - f) Describe any incentives used to encourage employees to promote from the “front-line” level.

- 21) If PG&E has a written protocol or a dispatch/safety manual for whom to call in the case of an emergency or in the case of an unusual situation, provide the manual(s).
- a) Are these manuals updated with new dispatch information when PG&E experiences personnel changes?
 - b) Is there a reference list for customer service operators who receive phone calls, to dispatch the appropriately trained personnel for the appropriate job?
 - c) What are the hours of the customer service operators? During off hours, does the phone redirect to someone who can dispatch the appropriate employee(s)?
- 22) Do the dispatched employees have a manual list of protocols that they must follow? If there is there a checklist, provide that list. Does a foreman or supervisor need to confirm that the subordinate followed the right protocols? If yes, provide the form for verification.
- 23) Describe the lines of communication when a natural gas pipeline safety issue is brought to the attention of a crew foreman. How is that information conveyed to decision-makers and how is it followed through to resolution?
- 24) Does PG&E provide a reward mechanism for a front-line employee, foreman, or supervisor who discovers a gas pipeline weakness, bad weld, or safety risk? Describe the reward mechanism.
- 25) Provide a list of all of the in-house requests that were made to improve pipeline transmission system to allow the pipelines to accommodate in-line inspection tools or other inspection methods to assist with determining the integrity of the pipelines. Provide dates, cost estimates, and whether management approved or denied the requests.
- 26) Provide three examples where the integrity management team requested additional resources to implement safety measures between 2005 and 2010, and the requests were denied.
- a) Include an explanation of why the resources were not provided.
 - b) Identify at what level the denial was made.
 - c) Explain the process for requesting resources. Are there specific forms that the integrity management team fills out when it needs additional resources with justification for those resources? Provide a copy of the form.
 - d) How are these requests prioritized? Is there a written "loading order" order of importance or selection criteria when these requests are vetted at the Supervisor level, then to Superintendent, Director, and up the line?
- 27) Provide three examples of where the integrity management team requested additional resources to implement safety measures between 2005 and 2010 and the requests were approved by the Supervisor, Superintendent, or Director. Identify at what level the approval was made.

- 28) Describe PG&E's internal process when another entity may disturb PG&E's underground pipeline infrastructure.
- a) Is it a different process when the contractor's work is being done near a natural gas transmission pipeline as opposed to a distribution pipeline?
 - b) How does PG&E ensure the contractor does not compromise the integrity of the PG&E gas pipelines?
- 29) Describe the lines of communication when a front-line natural gas transmission pipeline employee discovers that he/she needs to change specification or change an operational procedure that will result in increased costs.
- a) Describe the approval/denial process, and whether there is a cost threshold for each level of approval. Describe how the communications flows from initial request to resolution.
- 30) Provide all requests for pipeline integrity budgeting resources from 2006 to 2010, the Priority category assigned, a description of the work, and whether the request was approved or denied.
- 31) Identify all actions PG&E is taking to implement the recommendations made by the Independent Review Panel, pursuant to 5.1.4 of the Report of the Independent Review Panel San Bruno Explosion dated June 9, 2011.