Application of SAN DIEGO GAS & ELECTRIC	
COMPANY for authority to update its gas and	
electric revenue requirement and base rates	
effective January 1, 2024 (U 902-M)	

Application No. 22-05-016

Exhibit No.: (SDG&E-32-WP-R-E)

REVISED WORKPAPERS TO PREPARED DIRECT TESTIMONY OF ALEXANDRA G. TAYLOR ON BEHALF OF SAN DIEGO GAS & ELECTRIC COMPANY

ERRATA

BEFORE THE PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

MAY 2023



2024 General Rate Case - REVISED

ERRATA

INDEX OF WORKPAPERS

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Overall Summary For Exhibit No. SDG&E-32-WP-R-E

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Description
Non-Shared Services
Shared Services
Total

In 2021 \$ (000) Incurred Costs							
Adjusted-Recorded	Adjusted-Recorded Adjusted-Forecast						
2021	2022	2023	2024				
15,390	17,055	17,775	19,605				
1,828	1,876	1,876	1,969				
17,218	18,931	19,651	21,574				

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Summary of Non-Shared Services Workpapers:

Description
A. VP - People and Culture
B. Total Disability
C. Workers' Compensation
D. Long-Term Disability (LTD)
E. Human Resources
F. Diversity and Inclusion
G. Diversity and Workforce Management
H. Organizational Effectiveness
I. Business Optimization
J. Executive Offices
Total

	In 2021 \$ (000) Incurred Costs							
Adjusted- Recorded	Adjusted-Forecast							
2021	2022	2023	2024					
721	1,021	1,021	1,021					
287	287	287	287					
3,189	3,539	3,682	3,828					
2,259	2,412	2,584	2,788					
2,250	2,509	2,493	2,900					
485	555	607	945					
2,608	2,883	2,880	3,057					
1,819	1,937	1,937	2,428					
274	304	304	374					
1,498	1,608	1,980	1,977					
15,390	17,055	17,775	19,605					

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. VP - People and Culture

Workpaper: 1HR000.000

Summary for Category: A. VP - People and Culture

		In 2021\$ (000) Incurred Costs						
	Adjusted-Recorded	Adjusted-Recorded Adjusted-Forecast						
	2021	2022	2023	2024				
Labor	338	338	338	338				
Non-Labor	383	683	683	683				
NSE	0	0	0	0				
Total	721	1,021	1,021	1,021				
FTE	1.5	1.5	1.5	1.5				

Workpapers belonging to this Category:

1HR000.000 VP - People and Culture

Labor	338	338	338	338
Non-Labor	383	683	683	683
NSE	0	0	0	0
Total	721	1,021	1,021	1,021
FTE	1.5	1.5	1.5	1.5

Beginning of Workpaper
1HR000.000 - VP - People and Culture

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. VP - People and Culture
Category-Sub 1. VP - People and Culture

Workpaper: 1HR000.000 - VP - People and Culture

Activity Description:

The VP – People and Culture provides leadership and strategic direction to an organization of approximately 70 employees, as well as ensures employees have the qualifications, experience, and skillset to perform their work. The VP - People and Culture is also responsible for implementing policies, programs, and activities aimed at attracting and retaining a qualified skilled workforce that is invested in the Company's goals and serving the community.

Forecast Explanations:

Labor - Base YR Rec

Base year methodology was selected as this is the most accurate representation of the current employee headcounts and related costs supported by these organizations.

Non-Labor - Base YR Rec

Base year methodology was selected as this is the most accurate representation of the current employee headcounts and related costs supported by these organizations.

NSE - Base YR Rec

N/A

Summary of Results:

	In 2021\$ (000) Incurred Costs							
		Adju	sted-Recor	Ad	justed-Fore	cast		
Years	2017	2018	2019	2020	2021	2022	2023	2024
Labor	156	143	343	402	338	338	338	338
Non-Labor	801	721	641	463	383	683	683	683
NSE	0	0	0	0	0	0	0	0
Total	957	864	983	865	721	1,021	1,021	1,021
FTE	1.5	1.3	1.6	1.7	1.5	1.5	1.5	1.5

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. VP - People and Culture
Category-Sub: 1. VP - People and Culture

Workpaper: 1HR000.000 - VP - People and Culture

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs									
Forecast	t Method	Base Forecast		Forecast Adjustments		ments	Adjusted-Forecast		ast	
Years	5	2022	2023	2024	2022	2023	2024	2022	2023	2024
Labor	Base YR Rec	338	338	338	0	0	0	338	338	338
Non-Labor	Base YR Rec	383	383	383	300	300	300	683	683	683
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0
Tota	I	721	721	721	300	300	300	1,021	1,021	1,021
FTE	Base YR Rec	1.5	1.5	1.5	0.0	0.0	0.0	1.5	1.5	1.5

Forecast Adjustment Details:

· c.ccactriajact	ment Details:									
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Type				
2022	0	300	0	300	0.0	1-Sided Adj				
Explanation:	•	executive catering costs that were not incurred during 2021 due to Covid restrictions. Once imployees return to the office, catering cost will resume to normal level.								
2022 Total	0	300	0	300	0.0					
2023	0	300	0	300	0.0	1-Sided Adj				
Explanation:	Executive catering cos employees return to th			•		ctions. Once				
2023 Total	0	300	0	300	0.0					
2024	0	300	0	300	0.0	1-Sided Adj				
2024 Explanation:	0 Executive catering cos employees return to th	sts that were not	incurred duri	ng 2021 due t	to Covid restric	,				

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. VP - People and Culture
Category-Sub: 1. VP - People and Culture

Workpaper: 1HR000.000 - VP - People and Culture

Determination of Adjusted-Recorded (Incurred Costs):

terrimation of Aujustea	-Recorded (incurred Cos 2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
corded (Nominal \$)*					
Labor	409	425	283	341	794
Non-Labor	711	661	598	430	383
NSE	0	0	0	0	0
Total	1,120	1,087	881	772	1,177
FTE	2.3	2.1	1.4	1.5	1.4
ljustments (Nominal \$) **					
Labor	-287	-311	0	0	-500
Non-Labor	-7	-7	-2	-1	0
NSE	0	0	0	0	0
Total	-294	-317	-2	-1	-500
FTE	-1.0	-1.0	0.0	0.0	-0.1
ecorded-Adjusted (Nomin	al \$)				
Labor	122	114	283	341	294
Non-Labor	704	655	596	429	383
NSE	0	0	0	0	0
Total	826	769	879	771	676
FTE	1.3	1.1	1.4	1.5	1.3
cation & Sick (Nominal \$)				
Labor	18	17	41	48	44
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	18	17	41	48	44
FTE	0.2	0.2	0.2	0.2	0.2
scalation to 2021\$					
Labor	16	11	19	12	0
Non-Labor	96	66	45	33	0
NSE	0	0	0	0	0
Total	113	77	64	46	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Consta	ant 2021\$)				
Labor	156	143	343	402	338
Non-Labor	801	721	641	463	383
NSE	0	0	0	0	0
Total	957	864	983	865	721
FTE	1.5	1.3	1.6	1.7	1.5

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. VP - People and Culture
Category-Sub: 1. VP - People and Culture

Workpaper: 1HR000.000 - VP - People and Culture

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs								
	Years	2017	2018	2019	2020	2021		
Labor		-287	-311	0	0	-500		
Non-Labor		-7	-7	-2	-0.905	-0.275		
NSE		0	0	0	0	0		
	Total	-294	-317	-2	-0.905	-500		
FTE		-1.0	-1.0	0.0	0.0	-0.1		

Detail of Adjustments to Recorded

Detail of Adjust	ments to Recorded:				
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	Adj Type
2017	-287	-7	0	-1.0	1-Sided Adj
Explanation:	Removing executive officer cos Section 706, as enacted by Ser from ratepayers any annual sal- benefits).	nate Bill (SB) 901, w	hich prohib	its [SDG&E	
2017 Total	-287	-7	0	-1.0	
2018	-311	-7	0	-1.0	1-Sided Adj
Explanation:	Removing executive officer cos Section 706, as enacted by Ser from ratepayers any annual sal- benefits).	nate Bill (SB) 901, w	hich prohib	its [SDG&E	
2018 Total	-311	-7	0	-1.0	
2019	0	-2	0	0.0	1-Sided Adj
Explanation:	Exclude non-recurring consultir	ig expenses.			
2019 Total	0	-2	0	0.0	
2020	0	-1	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related cos Catastrophic Event Memorandu	•		quested for r	ecovery through a non-GRC
2020 Total	0	-1	0	0.0	
2021	0	0	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related cos Catastrophic Event Memorandu	•		quested for r	ecovery through a non-GRC
2021	-500	0	0	-0.1	1-Sided Adj
Explanation:	2021 severance payment that v	vill not be incurred in	n the future		

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. VP - People and Culture
Category-Sub: 1. VP - People and Culture

Workpaper: 1HR000.000 - VP - People and Culture

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	<u>FTE</u>	Adj Type	
2021 Total	-500	0	0	-0.1		

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. Total Disability
Workpaper: 1HR001.000

Summary for Category: B. Total Disability

	In 2021\$ (000) Incurred Costs							
	Adjusted-Recorded	Adjusted-Forecast						
	2021	021 2022 2023						
Labor	0	0	0	0				
Non-Labor	287	287	287	287				
NSE	0	0	0	0				
Total	287	287	287	287				
FTE	0.0	0.0	0.0	0.0				

Workpapers belonging to this Category:

1HR001.000 Total Disability	1	HR00	.000	Total	Disability
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Labor	0	0	0	0
Non-Labor	287	287	287	287
NSE	0	0	0	0
Total	287	287	287	287
FTE	0.0	0.0	0.0	0.0

Beginning of Workpaper 1HR001.000 - Total Disability

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. Total Disability
Category-Sub 1. Total Disability

Workpaper: 1HR001.000 - Total Disability

Activity Description:

The San Diego Gas & Electric Cash Balance Plan provides disability benefits to qualified employees who are not expected to return to work due to a serious medical condition.

Forecast Explanations:

Labor - Base YR Rec

Base year methodology was selected as this is the most accurate representation of the current employee headcounts and related costs supported by these organizations.

Non-Labor - Base YR Rec

Base year methodology was selected as this is the most accurate representation of the current employee headcounts and related costs supported by these organizations.

NSE - Base YR Rec

N/A

Summary of Results:

		In 2021\$ (000) Incurred Costs							
		Adju	ısted-Recor	ded		Adjusted-Forecast			
Years	2017	2018	2019	2020	2021	2022	2023	2024	
Labor	0	-29	28	0	0	0	0	0	
Non-Labor	307	246	295	286	287	287	287	287	
NSE	0	0	0	0	0	0	0	0	
Total	307	218	322	286	287	287	287	287	
FTE	0.0	-0.4	0.4	0.0	0.0	0.0	0.0	0.0	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. Total Disability
Category-Sub: 1. Total Disability

Workpaper: 1HR001.000 - Total Disability

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs										
Forecas	t Method	Bas	Base Forecast			Forecast Adjustments			Adjusted-Forecast		
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Labor	Base YR Rec	0	0	0	0	0	0	0	0	0	
Non-Labor	Base YR Rec	287	287	287	0	0	0	287	287	287	
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0	
Tota	ıl	287	287	287	0	0	0	287	287	287	
FTE	Base YR Rec	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

<u>Year Labor NLbr NSE Total FTE</u>	Adj Type	
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Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. Total Disability
Category-Sub: 1. Total Disability

Workpaper: 1HR001.000 - Total Disability

Determination of Adjusted-Recorded (Incurred Costs):

retermination of Aujusteu-	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	0	-23	23	0	0
Non-Labor	270	224	274	265	287
NSE	0	0	0	0	0
Total	270	201	297	265	287
FTE	0.0	-0.3	0.3	0.0	0.0
djustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	0	0	0	0	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Nomina	ıl \$)				
Labor	0	-23	23	0	0
Non-Labor	270	224	274	265	287
NSE	0	0	0	0	0
Total	270	201	297	265	287
FTE	0.0	-0.3	0.3	0.0	0.0
acation & Sick (Nominal \$)					
Labor	0	-3	3	0	0
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	0	-3	3	0	0
FTE	0.0	-0.1	0.1	0.0	0.0
scalation to 2021\$					
Labor	0	-2	2	0	0
Non-Labor	37	23	21	21	0
NSE	0	0	0	0	0
Total	37	20	22	21	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Constar	nt 2021\$)				
Labor	0	-29	28	0	0
Non-Labor	307	246	295	286	287
NSE	0	0	0	0	0
Total	307	218	322	286	287
FTE	0.0	-0.4	0.4	0.0	0.0

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. Total Disability
Category-Sub: 1. Total Disability

Workpaper: 1HR001.000 - Total Disability

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs						
	Years	2017	2018	2019	2020	2021
_abor		0	0	0	0	0
Non-Labor		0	0	0	0	0
NSE		0	0	0	0	0
	Total	0	0	0 -	0	0
FTE		0.0	0.0	0.0	0.0	0.0

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	Adj Type	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: C. Workers' Compensation

Workpaper: 1HR002.000

Summary for Category: C. Workers' Compensation

	In 2021\$ (000) Incurred Costs							
	Adjusted-Recorded	Adjusted-Forecast						
	2021	2022	2024					
Labor	0	0	0	0				
Non-Labor	3,189	0	0	0				
NSE	0	3,539	3,682	3,828				
Total	3,189	3,539	3,682	3,828				
FTE	0.0	0.0	0.0	0.0				

Workpapers belonging to this Category:

1HR002.000 Workers' Compensation

Labor	0	0	0	0
Non-Labor	3,189	0	0	0
NSE	0	3,539	3,682	3,828
Total	3,189	3,539	3,682	3,828
FTE	0.0	0.0	0.0	0.0

Beginning of Workpaper
1HR002.000 - Workers' Compensation

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: C. Workers' Compensation
Category-Sub 1. Workers' Compensation

Workpaper: 1HR002.000 - Workers' Compensation

Activity Description:

In accordance with the law, employees injured on the job receive state-mandated benefits through SDG&E's Workers' Compensation Program. These benefits include temporary disability, permanent disability, and supplemental job displacement. The forecast includes costs associated with medical treatment and claim-related administrative costs and expenses.

Forecast Explanations:

Labor - Zero-Based

N/A

Non-Labor - Zero-Based

N/A

NSE - Zero-Based

Zero Based forecast methodology was chosen as costs are based on estimated changes in headcount which cannot be forecasted using any other method.

Summary of Results:

	In 2021\$ (000) Incurred Costs											
		Adju	ısted-Recor		Adjusted-Forecast							
Years	2017	2018	2019	2020	2021	2022	2023	2024				
Labor	0	0	0	0	0	0	0	0				
Non-Labor	4,036	4,336	4,100	3,355	3,189	0	0	0				
NSE	0	0	0	0	0	3,539	3,682	3,828				
Total	4,036	4,336	4,100	3,355	3,189	3,539	3,682	3,828				
FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: C. Workers' Compensation
Category-Sub: 1. Workers' Compensation

Workpaper: 1HR002.000 - Workers' Compensation

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs												
Forecast	t Method	Base Forecast			Forec	ast Adjust	ments	Adjus	Adjusted-Forecast				
Years	S	2022	2022 2023 2024 2022 2023 2024		2024	2022	2023	2024					
Labor	Zero-Based	0	0	0	0	0	0	0	0	0			
Non-Labor	Zero-Based	0	0	0	0	0	0	0	0	0			
NSE	Zero-Based	0	0	0	3,539	3,682	3,828	3,539	3,682	3,828			
Tota	ı	0	0	0	3,539	3,682	3,828	3,539	3,682	3,828			
FTE	Zero-Based	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			

Forecast Adjustment Details:

i orccast A	ajustii	ieni Detans.						
<u>Ye</u>	<u>ar</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Type	
2022		0	0	3,539	3,539	0.0	1-Sided Adj	
Explanation	1:	2022 projection for worker	's comp. Re	efer to Supple	mental Workpa	ipers.		
2022	Total	0	0	3,539	3,539	0.0		
2023		0	0	3,682	3,682	0.0	1-Sided Adj	
Explanation	1:	2023 projection for worker	's comp. Re	efer to Supple	mental Workpa	ipers.		
2023	Total	0	0	3,682	3,682	0.0		
2024		0	0	3,828	3,828	0.0	1-Sided Adj	
Explanation	1:	2024 projection for worker	's comp. Re	efer to Supple	mental Workpa	ipers.		
2024	Total	0	0	3,828	3,828	0.0		

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: C. Workers' Compensation
Category-Sub: 1. Workers' Compensation

Workpaper: 1HR002.000 - Workers' Compensation

Determination of Adjusted-Recorded (Incurred Costs):

termination of Aujustea	-Recorded (Incurred Cos 2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
corded (Nominal \$)*					
Labor	0	0	0	0	0
Non-Labor	3,551	3,939	3,810	3,113	3,188
NSE	0	0	0	0	0
Total	3,551	3,939	3,810	3,113	3,188
FTE	0.0	0.0	0.0	0.0	0.0
djustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	3	0	1
NSE	0	0	0	0	0
Total		0	3	0	1
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Nomina	al \$)				
Labor	0	0	0	0	0
Non-Labor	3,550	3,939	3,813	3,113	3,189
NSE	0	0	0	0	0
Total	3,550	3,939	3,813	3,113	3,189
FTE	0.0	0.0	0.0	0.0	0.0
acation & Sick (Nominal \$)				
Labor	0	0	0	0	0
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	0	0	0	0	0
FTE	0.0	0.0	0.0	0.0	0.0
scalation to 2021\$					
Labor	0	0	0	0	0
Non-Labor	486	397	286	242	0
NSE	0	0	0	0	0
Total	486	397	286	242	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Consta	ant 2021\$)				
Labor	0	0	0	0	0
Non-Labor	4,036	4,336	4,100	3,355	3,189
NSE	0	0	0	0	0
Total	4,036	4,336	4,100	3,355	3,189
FTE	0.0	0.0	0.0	0.0	0.0

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: C. Workers' Compensation
Category-Sub: 1. Workers' Compensation

Workpaper: 1HR002.000 - Workers' Compensation

Summary of Adjustments to Recorded:

	In Nominal \$ (000) Incurred Costs											
	Years	2017	2018	2019	2020	2021						
Labor		0	0	0	0	0						
Non-Labor		-0.270	0	3	0	1						
NSE		0	0	0	0	0						
	Total	-0.270	0	3	0	1						
FTE		0.0	0.0	0.0	0.0	0.0						

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labo</u>	<u>r NLb</u>	r <u>NSE</u>	<u>FTE</u>	<u>Adj Type</u>
2017	0	0	0	0.0	1-Sided Adj
Explanation:	Adjusting to match the ger	neral ledger accou	nt.		
2017 Total	0	0	0	0.0	
2018 Total	0	0	0	0.0	
2019	0	3	0	0.0	1-Sided Adj
Explanation:	Adjusting to match the ger	neral ledger accou	nt.		
2019 Total	0	3	0	0.0	
2020 Total	0	0	0	0.0	
2021	0	1	0	0.0	1-Sided Adj
Explanation:	Adjusting to match the ger	neral ledger accou	nt.		
2021 Total	0	1	0	0.0	

Supplemental Workpapers for Workpaper 1HR002.000

SDG&E Workers' Compensation Projection For Years 2022-2024

		Actual					Projected			
Type of Cost	Account _	2019	2020	2021		ar Avg used for Projection	2022	2023	2024	
Medical	6120037	1,682,525.37	1,173,132.39	1,205,496.50	\$	1,353,718	\$ 1,438,325	\$ 1,528,221	\$ 1,623,735	
Expense (Litigation, etc.)	6120038	571,928.34	439,475.87	361,923.08		457,776	480,490	476,361	475,178	
Indemnity (TD & PD)	6120139	1,740,536.24	1,714,473.06	1,624,327.69		1,693,112	1,757,627	1,812,838	1,864,811	
Administration	6120140	132,423.06	98,144.98	91,989.92		107,519	112,854	111,884	111,607	
Excess Liability Refunds	6120141	(318,830.51)	(312,154.33)	(102,821.46)		(244,602)	(256,739)	(254,533)	(253,900)	
Return to Work Exams	6120078	4,489.70	,	8,555.90		6,523	6,930	6,871	6,854	
Total Cost	=	\$ 3,813,072	\$ 3,113,072	\$ 3,189,472	\$	3,374,046	\$ 3,539,488	\$ 3,681,643	\$ 3,828,283	

Assumptions

Projection assumes 3-year average. Medical costs are escalated using medical inflation from benefits testimony. Indemnity escalated using labor inflation, and remaining costs escalated using non-labor inflation.

Escalation Factors

Labor Escalation	3.81%	3.14%	2.87%
Non Labor Escalation	4.96%	-0.86%	-0.25%
Medical Premium Escalation	6.25%	6.25%	6.25%

^{*} Values from prior budget file.

San Diego Gas & Electric Company Non-Shared Service Workpapers 2024 GRC

Area: PEOPLE AND CULTURE DEPARTMENT

Adjusted-Recorded

2,259

0.0

Witness: Alexandra G. Taylor

Category: D. Long-Term Disability (LTD)

Workpaper: 1HR002.001

NSE

Total

FTE

Summary for Category: D. Long-Term Disability (LTD)

	2021	2022	2023	2024
Labor	0	0	0	0
Non-Labor	2,259	2,412	2,584	2,788
NSE	0	0	0	0
Total	2,259	2,412	2,584	2,788
FTE	0.0	0.0	0.0	0.0
Workpapers belonging	to this Category:			
1HR002.001 Long-Te	rm Disability (LTD)			
Labor	0	0	0	0
Non-Labor	2,259	2,412	2,584	2,788

2,412

0.0

In 2021\$ (000) Incurred Costs

Adjusted-Forecast

2,584

0.0

0

2,788

0.0

Beginning of Workpaper
1HR002.001 - Long-Term Disability (LTD)

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: D. Long-Term Disability (LTD)
Category-Sub 1. Long-Term Disability (LTD)

Workpaper: 1HR002.001 - Long-Term Disability (LTD)

Activity Description:

The Company's Workers' Compensation Plan provides income replacement when an employee suffers a serious health condition. The plan is self-insured, self-administered by SDG&E. All employees are covered by LTD and the cost is paid for in part by a Company Contribution and in part by the employees themselves.

Forecast Explanations:

Labor - Zero-Based

N/A

Non-Labor - Zero-Based

N/A

NSE - Zero-Based

Zero Based forecast methodology was chosen as costs are based on estimated changes in headcount, which cannot be forecasted using any other method.

Summary of Results:

	In 2021\$ (000) Incurred Costs											
		Adju	sted-Recor		Adjusted-Forecast							
Years	2017	2018	2019	2020	2021	2022	2023	2024				
Labor	0	0	0	0	0	0	0	0				
Non-Labor	1,352	1,043	806	2,183	2,259	2,412	2,584	2,788				
NSE	0	0	0	0	0	0	0	0				
Total	1,352	1,043	806	2,183	2,259	2,412	2,584	2,788				
FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: D. Long-Term Disability (LTD)
Category-Sub: 1. Long-Term Disability (LTD)

Workpaper: 1HR002.001 - Long-Term Disability (LTD)

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs												
Forecas	t Method	Base Forecast			Forec	ast Adjust	ments	Adjusted-Forecast					
Years	s	2022 2023 2024 2022		2023	2024	2022	2023	2024					
Labor	Zero-Based	0	0	0	0	0	0	0	0	0			
Non-Labor	Zero-Based	0	0	0	2,412	2,584	2,788	2,412	2,584	2,788			
NSE	Zero-Based	0	0	0	0	0	0	0	0	0			
Tota	ıl	0	0	0	2,412	2,584	2,788	2,412	2,584	2,788			
FTE	Zero-Based	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			

Forecast Adjustment Details:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	FTE	Adj Type	
2022	0	2,412	0	2,412	0.0	1-Sided Adj	
Explanation:	2022 projection for LT	D costs. Refer to	Supplement	tal Workpapers	3		
2022 Total	0	2,412	0	2,412	0.0		
2023	0	2,584	0	2,584	0.0	1-Sided Adj	
Explanation:	2023 projection for LT	D costs. Refer to	Supplement	tal Workpapers	S.		
2023 Total	0	2,584	0	2,584	0.0		
2024	0	2,788	0	2,788	0.0	1-Sided Adj	
Explanation:	2024 projection for LT	D costs. Refer to	Supplement	tal Workpapers	3.		
2024 Total	0	2,788	0	2,788	0.0		

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: D. Long-Term Disability (LTD)
Category-Sub: 1. Long-Term Disability (LTD)

Workpaper: 1HR002.001 - Long-Term Disability (LTD)

Determination of Adjusted-Recorded (Incurred Costs):

torrination of Aujuotou	-Recorded (incurred Cos 2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
corded (Nominal \$)*					
Labor	0	0	0	0	0
Non-Labor	848	687	391	1,711	1,917
NSE	0	0	0	0	0
Total	848	687	391	1,711	1,917
FTE	0.0	0.0	0.0	0.0	0.0
ljustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	342	261	359	315	342
NSE	0	0	0	0	0
Total	342	261	359	315	342
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Nomin	al \$)				
Labor	0	0	0	0	0
Non-Labor	1,190	948	750	2,026	2,259
NSE	0	0	0	0	0
Total	1,190	948	750	2,026	2,259
FTE	0.0	0.0	0.0	0.0	0.0
cation & Sick (Nominal \$)				
Labor	0	0	0	0	0
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	0	0	0	0	0
FTE	0.0	0.0	0.0	0.0	0.0
calation to 2021\$					
Labor	0	0	0	0	0
Non-Labor	163	96	56	157	0
NSE	0	0	0	0	0
Total	163	96	56	157	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Consta	ant 2021\$)				
Labor	0	0	0	0	0
Non-Labor	1,352	1,043	806	2,183	2,259
NSE	0	0	0	0	0
Total	1,352	1,043	806	2,183	2,259
FTE	0.0	0.0	0.0	0.0	0.0

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: D. Long-Term Disability (LTD)
Category-Sub: 1. Long-Term Disability (LTD)

Workpaper: 1HR002.001 - Long-Term Disability (LTD)

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs										
Years 2017 2018 2019 2020 2021										
Labor	-	0	0	0	0	0				
Non-Labor		342	261	359	315	342				
NSE		0	0	0	0	0				
	Total	342	261	359	315	342				
FTE		0.0	0.0	0.0	0.0	0.0				

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	<u>Adj Type</u>
2017	0	342	0	0.0	1-Sided Adj
Explanation:	Adjusting to match the gene	eral ledger accoun	t.		
2017 Total	0	342	0	0.0	
2018	0	261	0	0.0	1-Sided Adj
Explanation:	Adjusting to match the gene	eral ledger accoun	t.		
2018 Total	0	261	0	0.0	
2019	0	359	0	0.0	1-Sided Adj
Explanation:	Adjusting to match the gene	eral ledger accoun	t.		
2019 Total	0	359	0	0.0	
2020	0	315	0	0.0	1-Sided Adj
Explanation:	Adjusting to match the gene	eral ledger accoun	t.		
2020 Total	0	315	0	0.0	
2021	0	342	0	0.0	1-Sided Adj
Explanation:	Adjusting to match the gene	eral ledger accoun	t.		
2021 Total	0	342	0	0.0	

Supplemental Workpapers for Workpaper 1HR002.001

SDG&E

Long-Term Disability Projection For Years 2022-2024

	Actual		Projected					
Type of Cost		2021		2022		2023		2024
Disability Activity	\$	2,259,059	\$	2,412,025	\$	2,584,390	\$	2,787,853
Total Cost	\$	2,259,059	\$	2,412,025	\$	2,584,390	\$	2,787,853

Assumptions

Escalation Factors			
Labor Escalation	3.810%	3.141%	2.867%
Change in Headcount	2.961%	4.005%	5.006%

San Diego Gas & Electric Company

REVISED ERRATA

Non-Shared Service Workpapers

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor E. Human Resources Category:

1HR003.000 Workpaper:

Summary for Category: E. Human Resources

L		<u>In 2021\$ (000) Incu</u>	urred Costs			
	Adjusted-Recorded	Adjusted-Forecast				
	2021	2022	2023	2024		
Labor	2,145	2,374	2,374	2,709		
Non-Labor	105	135	119	191		
NSE	0	0	0	0		
Total	2,250	2,509	2,493	2,900		
FTE	16.0	18.1	18.1	21.1		
apers belonging t	to this Category:					

Workpa

1HR003.000 Huma	an Resources
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Labor	2,145	2,374	2,374	2,709
Non-Labor	105	135	119	191
NSE	0	0	0	0
Total	2,250	2,509	2,493	2,900
FTE	16.0	18.1	18.1	21.1

Beginning of Workpaper 1HR003.000 - Human Resources

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: E. Human Resources
Category-Sub 1. Human Resources

Workpaper: 1HR003.000 - Human Resources

Activity Description:

The Human Resources (HR) group is responsible for providing coaching and counseling on complex human resource issues, such as hiring, compensation, disciplinary action, and implementation of affirmative action strategies. This group is also the primary contact for HR and Union related information pertaining to Company policy, State and Federal laws and regulations, Collective Bargaining Agreement (CBA) negotiations, grievances, mediation, arbitration, and National Labor Relations Board (NLRB) actions.

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities. Labor costs are driven by the growing number of company employees. Historical averaging and trending of expenses would not be appropriate because expenses would not align with forecasted labor.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities. Historical averaging and trending of expenses would not be appropriate because expenses would not align with forecasted non-labor requirements to operate this area.

NSE - Base YR Rec

N/A

Summary of Results:

	In 2021\$ (000) Incurred Costs							
		Adjusted-Recorded					justed-Fore	cast
Years	2017	2018	2019	2020	2021	2022	2023	2024
Labor	1,473	1,514	1,728	1,965	2,145	2,374	2,374	2,709
Non-Labor	162	166	192	159	105	136	120	192
NSE	0	0	0	0	0	0	0	0
Total	1,635	1,679	1,920	2,124	2,250	2,510	2,494	2,901
FTE	11.2	11.8	13.6	14.7	16.0	18.1	18.1	21.1

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: E. Human Resources
Category-Sub: 1. Human Resources

Workpaper: 1HR003.000 - Human Resources

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs										
Forecast	t Method	Base Forecast		Forec	ast Adjust	tments	Adjusted-Forecast				
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Labor	Base YR Rec	2,145	2,145	2,145	229	229	564	2,374	2,374	2,709	
Non-Labor	Base YR Rec	105	105	105	30	14	86	135	119	191	
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0	
Tota	Total		2,250	2,250	259	243	650	2,509	2,493	2,900	
FTE	Base YR Rec	16.0	16.0	16.0	2.1	2.1	5.1	18.1	18.1	21.1	

Forecast Adjustment Details:

Forecast Adjustment Details:										
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Type				
2022	0	10	0	10	0.0	1-Sided Adj				
Explanation:	Labor Relations prints finalized and approved printed in 2021 due to	I. The cost to pri	nt these CBA	books in 202	,					
2022	145	0	0	145	1.0	1-Sided Adj				
Explanation:	Adding (1) Senior HR	Advisor in 2022	to provide cor	sistent HR s	upport to our e	expanding workforce.				
2022	10	0	0	10	0.1	1-Sided Adj				
Explanation:	Full-year funding for (1) HR Coordinator. Incumbent's last day was 11/5/21 and the position was left vacant for the remainder of 2021 as we interviewed to find a replacement. The annual salary amount for the incumbent in this position in 2021 was \$64,227. The remaining 8 weeks of the year while the position was open would have amounted to \$9,881 in the employee's salary. This rounds to \$10,000. (Calculation: 8 out of 52 weeks = 0.1538 x annual salary \$64,227 = \$9,881).									
2022	74	0	0	74	1.0	1-Sided Adj				
Explanation:	Adding (1) HR Coordine FTE x \$74,000).	nator in 2022 to	support the H	R Advisors w	ith HR transac	tions and processes. (1				
2022	0	3	0	3	0.0	1-Sided Adj				
Explanation:	Training and travel expenses to support the growing team of Compensation professionals. Training includes the World at Work Conference that focuses on compensation education and best practices (1 FTE x \$2,100). Travel expenses include airfare, food, hotel, meals (1 FTE x \$900). This totals \$3,000 for (1) employee to attend the World at Work Conference.									
	. , , ,	e to attend the	vvoliu at vvolk	Conterence						
2022	0	6	o O	Conference 6	0.0	1-Sided Adj				
2022 Explanation:	0 (1) laptop and (2) mon	6 itors for each of . Total cost per r	0 the 2 new hire new hire: \$2,4	6 es starting in 00 laptop + \$	0.0 2022 includino 520 for monito	g (1) HR Coordinator ors (\$260 per monitor x				

PEOPLE AND CULTURE DEPARTMENT Area:

Alexandra G. Taylor Witness: E. Human Resources Category: Category-Sub: 1. Human Resources

Workpaper:	1HR003.000 - Huma	n Resources								
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	<u>Total</u>	<u>FTE</u>	Adj_Type				
Explanation:	Conferences and continuing education for Labor Relations. Arbitration Institute Conference and travel expenses (3 FTE x \$600 = \$1,800). Public Utility Employers Institute (PUEI) Conference and travel expenses (3 FTE x \$1,000 x 2 conferences per year = \$6,000). Labor and Management Public Affairs Committee (LAMPAC) Conference and travel expenses (3 FTE x \$1,100 = \$3,300). Total per year for these conferences and travel expenses is \$11,100 which rounds to \$11,000. These costs will be incurred in 2022 and beyond due to Covid restrictions in 2021.									
2022 Total	229	30	0	259	2.1					
2023	145	0	0	145	1.0	1-Sided Adj				
Explanation:	Continuation of (1) Senior workforce. (1 FTE x \$145		from 2022 to	provide consi	stent HR supp	port to our expanding				
2023	74	0	0	74	1.0	1-Sided Adj				
Explanation:	Continuation of (1) HR Coprocesses. (1 FTE x \$74,		m 2022 to su	pport the HR A	dvisors with H	IR transactions and				
2023	0	3	0	3	0.0	1-Sided Adj				
Explanation:	includes the World at World (1 FTE x \$2,100). Travel 6	Training and travel expenses to support the growing team of Compensation professionals . Training includes the World at Work Conference that focuses on compensation education and best practices (1 FTE x \$2,100). Travel expenses include airfare, food, hotel, meals (1 FTE x \$900). This totals \$3,000 for (1) employee to attend the World at Work Conference.								
2023	0	11	0	11	0.0	1-Sided Adj				
Explanation:	Conferences and continuing expenses (3 FTE x \$600 sexpenses (3 FTE x \$1,000 Committee (LAMPAC) Continuing these conferences and traincurred in 2022 and beyond	= \$1,800). Put 0 x 2 conferent enference and avel expenses	iblic Utility Er nces per yea I travel exper s is \$11,100	nployers Institu r = \$6,000). La nses (3 FTE x \$ which rounds to	ite (PUEI) Co bor and Mana 31,100 = \$3,36	nference and travel agement Public Affairs 00). Total per year for				
2023	10	0	0	10	0.1	1-Sided Adj				
Explanation:	Full-year funding for (1) H vacant for the remainder of the incumbent in this position was open would (Calculation: 8 out of 52 w	of 2021 as we tion in 2021 v have amount	e interviewed vas \$64,227. ed to \$9,881	to find a replace The remaining in the employe	cement. The a se's weeks of the e's salary. Th	annual salary amount for ne year while the				
2023 Total	229	14	0	243	2.1					
2024	130	0	0	130	1.0	1-Sided Adj				
Explanation:	Adding (1) Senior Labor F x \$130,000).	Relations Adv	isor in 2024 t	o assist with re	epresented en	nployee matters (1 FTE				
2024	115	0	0	115	1.0	1-Sided Adj				
Explanation:	Adding (1) Compensation x \$115,000).	Advisor in 20	024 for antici	pated Compen	sation initiativ	es and projects. (1 FTE				
2024	90	0	0	90	1.0	1-Sided Adj				

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: E. Human Resources
Category-Sub: 1. Human Resources

Workpaper: 1HR003.000 - Human Resources

Workpaper:	1HR003.000 - Huma	n Resources								
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	FTE	Adj_Type				
Explanation:	Adding (1) HR Analyst in (1 FTE x \$90,000).	2024 to implem	ent new initia	atives and pro	ojects in supp	ort of HR Operations.				
2024	145	0	0	145	1.0	1-Sided Adj				
Explanation:	Continuation of (1) Senio workforce. (1 FTE x \$145		m 2022 to p	orovide consis	stent HR sup	oort to our expanding				
2024	0	3	0	3	0.0	1-Sided Adj				
Explanation:	includes the World at Wo (1 FTE x \$2,100). Travel	Training and travel expenses to support the growing team of Compensation professionals. Training includes the World at Work Conference that focuses on compensation education and best practices (1 FTE x \$2,100). Travel expenses include airfare, food, hotel, meals (1 FTE x \$900). This totals \$3,000 for (1) employee to attend the World at Work Conference.								
2024	0	11	0	11	0.0	1-Sided Adj				
Explanation:	Conferences and continuexpenses (3 FTE x \$600 expenses (3 FTE x \$1,00 Committee (LAMPAC) Cothese conferences and trincurred in 2022 and bey	= \$1,800). Publ 0 x 2 conference onference and tr avel expenses is	ic Utility Emp es per year = avel expense s \$11,100 wh	oloyers Institu = \$6,000). La es (3 FTE x \$ nich rounds to	te (PUEI) Co bor and Man 1,100 = \$3,3	nference and travel agement Public Affairs 00). Total per year for				
2024	0	20	0	20	0.0	1-Sided Adj				
Explanation:	Temp resource to scan a Labor Share Drive to kee year).									
		30	0	30	0.0	1-Sided Adj				
2024	0	Conversion of hard copy personnel files to digital format. \$117k to be spent in 2024. Divided by 4 years across the GRC cycle = \$30k per year. The calculation for the \$117k includes all scanning costs for 6,950 active and termed employee personnel files through the DocuFree vendor.								
2024 Explanation:	Conversion of hard copy across the GRC cycle = \$	personnel files t 30k per year. T	o digital form	nat. \$117k to in for the \$11	7k includes a	II scanning costs for				
	Conversion of hard copy across the GRC cycle = \$	personnel files t 30k per year. T	o digital form	nat. \$117k to in for the \$11	7k includes a	II scanning costs for				
Explanation:	Conversion of hard copy across the GRC cycle = 6,950 active and termed	personnel files t \$30k per year. T employee perso 10 Utility Employer	to digital form he calculation nnel files thr 0 s Institute (P	nat. \$117k to in for the \$11 ough the Doc 10 UEI) Confere	7k includes a suFree vendo 0.0 ence. Cost to	III scanning costs for r. 1-Sided Adj host the conference is				
Explanation: 2024	Conversion of hard copy across the GRC cycle = \$ 6,950 active and termed 0 SDG&E hosts the Public \$10,000 per event, which	personnel files t \$30k per year. T employee perso 10 Utility Employer	to digital form he calculation nnel files thr 0 s Institute (P	nat. \$117k to in for the \$11 ough the Doc 10 UEI) Confere	7k includes a suFree vendo 0.0 ence. Cost to	III scanning costs for r. 1-Sided Adj host the conference is				
Explanation: 2024 Explanation:	Conversion of hard copy across the GRC cycle = \$6,950 active and termed 0 SDG&E hosts the Public \$10,000 per event, which requirements.	personnel files to 30k per year. To employee person 10 Utility Employer includes the can 0 poordinator from	to digital form the calculation nnel files thr 0 s Institute (P tering, confe	nat. \$117k to in for the \$11 ough the Doc 10 UEI) Confere rence space,	7k includes a suFree vendo 0.0 ence. Cost to audio/visual	Ill scanning costs for r. 1-Sided Adj host the conference is and internet 1-Sided Adj				
2024 Explanation: 2024	Conversion of hard copy across the GRC cycle = \$6,950 active and termed 0 SDG&E hosts the Public \$10,000 per event, which requirements. 74 Continuation of (1) HR Co	personnel files to 30k per year. To employee person 10 Utility Employer includes the can 0 poordinator from	to digital form the calculation nnel files thr 0 s Institute (P tering, confe	nat. \$117k to in for the \$11 ough the Doc 10 UEI) Confere rence space,	7k includes a suFree vendo 0.0 ence. Cost to audio/visual	Ill scanning costs for r. 1-Sided Adj host the conference is and internet 1-Sided Adj				
2024 Explanation: 2024 Explanation:	Conversion of hard copy across the GRC cycle = \$6,950 active and termed 0 SDG&E hosts the Public \$10,000 per event, which requirements. 74 Continuation of (1) HR Coprocesses. (1 FTE x \$74,000)	personnel files to 530k per year. To employee person 10 Utility Employer includes the care of the care of the care of the care of 2021 as we in the care of 2021 as we in the care of a southeast of the care of 2021 as we in the care of a southeast of the care of 2021 was have a amounted the care of the car	to digital form the calculation innel files throw the calculation of t	nat. \$117k to on for the \$11 ough the Doc 10 UEI) Confere rence space, 74 oort the HR A 10 last day was of find a replace he remaining the employe	7k includes a suFree vendo 0.0 ence. Cost to audio/visual 1.0 dvisors with 1 0.1 11/5/21 and sement. The seweeks of te's salary. The	Ill scanning costs for r. 1-Sided Adj host the conference is and internet 1-Sided Adj HR transactions and 1-Sided Adj the position was left annual salary amount for he year while the				

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: E. Human Resources
Category-Sub: 1. Human Resources

Workpaper: 1HR003.000 - Human Resources

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj_Type				
Explanation:	Labor Relations prints new Collective Bargaining Agreement (CBA) books when new CBAs are finalized and approved. The cost to print these CBA books in 2025 will be \$10,000. (\$10,000 / 4 year GRC rate case cycle = \$2,500 per year, which rounds to \$3,000).									
2024	0	9	0	9	0.0	1-Sided Adj				
Explanation:	(1) laptop and (2) monitor Advisor, (1) Compensation for monitors (\$260 per monitors and a new hires = \$9,000).	on Advisor, aı	nd (1) HR Ana	alyst. Total cos	st per new hire	: \$2,400 laptop + \$520				
2024 Total	564	86	0	650	5.1					

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: E. Human Resources
Category-Sub: 1. Human Resources

Workpaper: 1HR003.000 - Human Resources

Determination of Adjusted-Recorded (Incurred Costs):

Determination of Aujusteu	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	1,149	1,210	1,428	1,668	1,865
Non-Labor	142	151	178	154	110
NSE	0	0	0	0	0
Total	1,291	1,361	1,607	1,822	1,975
FTE	9.6	10.1	11.7	12.7	13.7
djustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	-7	-5
NSE	0	0	0	0	0
Total		0	0	-7	-5
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Nomina	al \$)				
Labor	1,149	1,210	1,428	1,668	1,865
Non-Labor	142	151	178	148	105
NSE	0	0	0	0	0
Total	1,291	1,361	1,607	1,815	1,970
FTE	9.6	10.1	11.7	12.7	13.7
acation & Sick (Nominal \$)				
Labor	171	183	205	236	280
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	171	183	205	236	280
FTE	1.6	1.7	1.9	2.0	2.3
scalation to 2021\$					
Labor	153	120	95	61	0
Non-Labor	19	15	13	11	0
NSE	0	0	0	0	0
Total	173	135	108	72	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Consta	nt 2021\$)				
Labor	1,473	1,514	1,728	1,965	2,145
Non-Labor	162	166	192	159	105
NSE	0	0	0	0	0
Total	1,635	1,679	1,920	2,124	2,250
FTE	11.2	11.8	13.6	14.7	16.0

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: E. Human Resources
Category-Sub: 1. Human Resources

Workpaper: 1HR003.000 - Human Resources

Summary of Adjustments to Recorded:

	In Nominal \$ (000) Incurred Costs										
	Years	2017	2018	2019	2020	2021					
Labor		0	0	0	0	0					
Non-Labor		0	0	0	-7	-5					
NSE		0	0	0	0	0					
	Total		0	0	-7	-5					
FTE		0.0	0.0	0.0	0.0	0.0					

Detail of Adjustments to Recorded:

<u>Year</u>	<u>I</u>	_abor	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	Adj Type				
2017 Total		0	0	0	0.0					
2018 Total		0	0	0	0.0					
2019 Total		0	0	0	0.0					
2020		0	-3	0	0.0	1-Sided Adj				
Explanation:		ncremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC satastrophic Event Memorandum Account (CEMA).								
2020		0	-4	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).									
2020 Total		0	-7	0	0.0					
2021		0	-1	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-re Catastrophic Event Me		•		uested for re	ecovery through a non-GRC				
2021		0	-2	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-re Catastrophic Event Mo		•		uested for re	ecovery through a non-GRC				
2021		0	-1	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-re Catastrophic Event Me		•		uested for re	ecovery through a non-GRC				
2021		0	-2	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-re Catastrophic Event Me		•	•	uested for re	ecovery through a non-GRC				
2021 Total		0	-5	0	0.0					

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: F. Diversity and Inclusion

Workpaper: 1HR004.000

Summary for Category: F. Diversity and Inclusion

		In 2021\$ (000) Incu	irred Costs	
	Adjusted-Recorded		Adjusted-Forecast	
	2021	2022	2023	2024
Labor	428	490	490	714
Non-Labor	57	65	117	231
NSE	0	0	0	0
Total	485	555	607	945
FTE	3.3	4.4	4.4	6.4

Workpapers belonging to this Category:

1HR004.000 Diversity and Inclusion

Labor	428	490	490	714
Non-Labor	57	65	117	231
NSE	0	0	0	0
Total	485	555	607	945
FTE	3.3	4.4	4.4	6.4

Beginning of Workpaper
1HR004.000 - Diversity and Inclusion

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: F. Diversity and Inclusion
Category-Sub 1. Diversity and Inclusion

Workpaper: 1HR004.000 - Diversity and Inclusion

Activity Description:

The Diversity and Inclusion group is responsible for developing and directing SDG&Es company-wide strategic business objectives for managing workplace diversity. This includes, but not limited to, developing and conducting training, overseeing the Employee Diversity Council and Employee Resource Groups (ERGs), and developing and executing on the Company's goals and objectives related to diversity and inclusion.

Forecast Explanations:

Labor - Base YR Rec

The Company's focus and attention on diversity and inclusion has increased in recent years. Therefore, base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities. With diversity and inclusion increasing company-wide, additional resources will be required to support initiatives, such as Employee Resource Groups and our represented workforce.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities. The increase in non-labor dollars is related to the additional Employee Resource Groups and necessary training needs to support the growing organization.

NSE - Base YR Rec

N/A

Summary of Results:

				In 2021\$ (00	0) Incurred (Costs		
		Adju	ısted-Recor		Adjusted-Forecast			
Years	2017	2018	2019	2020	2021	2022	2023	2024
Labor	114	99	116	147	428	490	490	714
Non-Labor	52	62	50	15	57	66	118	232
NSE	0	0	0	0	0	0	0	0
Total	166	161	165	161	485	556	608	946
FTE	1.0	0.8	1.0	1.2	3.3	4.4	4.4	6.4

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: F. Diversity and Inclusion
Category-Sub: 1. Diversity and Inclusion

Workpaper: 1HR004.000 - Diversity and Inclusion

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs											
Forecas	t Method	Base Forecast		Forec	ast Adjust	ments	Adjusted-Forecast					
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024		
Labor	Base YR Rec	428	428	428	62	62	286	490	490	714		
Non-Labor	Base YR Rec	57	57	57	8	60	174	65	117	231		
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0		
Tota	al .	485	485	485	70	122	460	555	607	945		
FTE	Base YR Rec	3.3	3.3	3.3	1.1	1.1	3.1	4.4	4.4	6.4		

Forecast Adjustment Details:								
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Type		
2022	49	0	0	49	1.0	1-Sided Adj		
Explanation:	Incremental labor costs \$83,000 and left the postarted in 2022). \$132,0	sition mid-2021)	and the new	-	•	& Inclusion Mgr (earned lvisor (salary \$132,000,		
2022	13	0	0	13	0.1	1-Sided Adj		
Explanation:	Promotion of Diversity 8 in 2022 - \$100,000 sala		sor to Sr. Div	ersity & Inclu	sion Advisor ir	2022. (\$113,000 salary		
2022	0	8	0	8	0.0	1-Sided Adj		
Explanation:	The creation and maint voluntary, employee-led values and goals (In 20 costs are expected to be	d groups that fos 22: 4 ERGs x \$2 e less per ERG	ster a diverse 2,000 = \$8,00 in 2022 than	and inclusive 00). This will be in future year	e workplace the theorethe workplace was the first years.	at aligns with SDG&E's		
2022 Total	62	8	0	70	1.1			
2023	40	_	•					
	49	0	0	49	1.0	1-Sided Adj		
Explanation:		to cover salary sition mid-2021)	differential b and the new	etween depar	ting Diversity	& Inclusion Mgr (earned		
Explanation: 2023	Incremental labor costs \$83,000 and left the po	to cover salary sition mid-2021)	differential b and the new	etween depar	ting Diversity	& Inclusion Mgr (earned		
	Incremental labor costs \$83,000 and left the po started in 2022). \$132,0	to cover salary sition mid-2021) 000 - \$83,000 = 0 & Inclusion Advis	differential b and the new \$49,000.	etween depar Sr Diversity	ting Diversity & Inclusion Ac	& Inclusion Mgr (earned visor (salary \$132,000,		
2023	Incremental labor costs \$83,000 and left the po started in 2022). \$132,0 13 Promotion of Diversity 8	to cover salary sition mid-2021) 000 - \$83,000 = 0 & Inclusion Advis	differential b and the new \$49,000.	etween depar Sr Diversity	ting Diversity & Inclusion Ac	& Inclusion Mgr (earned lvisor (salary \$132,000, 1-Sided Adj		
2023 Explanation:	Incremental labor costs \$83,000 and left the po started in 2022). \$132,0 13 Promotion of Diversity 8 in 2022 - \$100,000 sala	to cover salary sition mid-2021) 000 - \$83,000 = 0 & Inclusion Advisory in 2021). 60 enance of the Cd groups that fos	differential b and the new \$49,000. 0 sor to Sr. Div 0 ompany's Er	etween depar Sr Diversity 13 ersity & Include 60 nployee Reso	ting Diversity & Inclusion Ac 0.1 sion Advisor in 0.0 ource Groups (& Inclusion Mgr (earned visor (salary \$132,000, 1-Sided Adj 2022. (\$113,000 salary 1-Sided Adj ERG), which are		

Note: Totals may include rounding differences.

224

2024

0

224

2.0

1-Sided Adj

0

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: F. Diversity and Inclusion
Category-Sub: 1. Diversity and Inclusion

Workpaper: 1HR004.000 - Diversity and Inclusion

Explanation: Adding (2) Diversity & Inclusion Advisors in 2022. (1) will be focused on represented employee Diversity & Inclusion programs and (1) will be focused on represented employee Diversity & Inclusion programs and (1) will be focused on overseeing the creation and sustainment of Employee Resource Groups. (2 FTE x \$112,000 = \$224,000). 2024
Diversity & Inclusion programs and (1) will be focused on overseeing the creation and sustainment of Employee Resource Groups. (2 FTE x \$112,000 = \$224,000). 2024 0 53 0 53 0.0 1-Sided Adj Explanation: Annual Diversity Best Practices Membership to provide access to Diversity & Inclusion resources and best practices related to a growth mindset, inside-out view and thought leadership, as well as direct information-sharing with other. The annual membership fee for our DEI Research Partnership is currently \$50,000, along with an additional \$3,000 travel & administrative expenses fee. These fees cover two onsite working sessions per year. 2024 0 6 0 6 0.0 1-Sided Adj Explanation: New laptops and monitors for (2) new Diversity & Inclusion Advisor hires starting in 2024. Total cost includes: \$4,800 lap tops (\$2,400 per lap top x 2 lap tops) and \$1,040 for monitors (\$260 per monitor x 4 monitors). 2024 0 25 0 25 0.0 1-Sided Adj Explanation: Annual Spectrum Knowledge Employee Resource Group (ERG) leadership and membership training. As we expand the number of Employee Resource Groups, the number of members trained will increase, therefore increasing the cost of this training from \$7,500 per year (spent in 2021) to \$32,000 per year. 2024 0 90 0 90 0.0 1-Sided Adj Explanation: The creation and maintenance of the Company's Employee Resource Groups (ERG), which are voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals (\$10,000 x 9 ERG's = \$90,000).
Annual Diversity Best Practices Membership to provide access to Diversity & Inclusion resources and best practices related to a growth mindset, inside-out view and thought leadership, as well as direct information-sharing with other. The annual membership fee for our DEI Research Partnership is currently \$50,000, along with an additional \$3,000 travel & administrative expenses fee. These fees cover two onsite working sessions per year. 2024 0 6 0 6 0.0 1-Sided Adj Explanation: New laptops and monitors for (2) new Diversity & Inclusion Advisor hires starting in 2024. Total cost includes: \$4,800 lap tops (\$2,400 per lap top x 2 lap tops) and \$1,040 for monitors (\$260 per monitor x 4 monitors). 2024 0 25 0 25 0.0 1-Sided Adj Explanation: Annual Spectrum Knowledge Employee Resource Group (ERG) leadership and membership training. As we expand the number of Employee Resource Groups, the number of members trained will increase, therefore increasing the cost of this training from \$7,500 per year (spent in 2021) to \$32,000 per year. 2024 0 90 0 90 0.0 1-Sided Adj Explanation: The creation and maintenance of the Company's Employee Resource Groups (ERG), which are voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals (\$10,000 x 9 ERG's = \$90,000).
best practices related to a growth mindset, inside-out view and thought leadership, as well as direct information-sharing with other. The annual membership fee for our DEI Research Partnership is currently \$50,000, along with an additional \$3,000 travel & administrative expenses fee. These fees cover two onsite working sessions per year. 2024 0 6 0 6 0.0 1-Sided Adj Explanation: New laptops and monitors for (2) new Diversity & Inclusion Advisor hires starting in 2024. Total cost includes: \$4,800 lap tops (\$2,400 per lap top x 2 lap tops) and \$1,040 for monitors (\$260 per monitor x 4 monitors). 2024 0 25 0 25 0.0 1-Sided Adj Explanation: Annual Spectrum Knowledge Employee Resource Group (ERG) leadership and membership training. As we expand the number of Employee Resource Groups, the number of members trained will increase, therefore increasing the cost of this training from \$7,500 per year (spent in 2021) to \$32,000 per year. 2024 0 90 0 90 0.0 1-Sided Adj Explanation: The creation and maintenance of the Company's Employee Resource Groups (ERG), which are voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals (\$10,000 x 9 ERG's = \$90,000).
New laptops and monitors for (2) new Diversity & Inclusion Advisor hires starting in 2024. Total cost includes: \$4,800 lap tops (\$2,400 per lap top x 2 lap tops) and \$1,040 for monitors (\$260 per monitor x 4 monitors). 2024 0 25 0 25 0.0 1-Sided Adj Explanation: Annual Spectrum Knowledge Employee Resource Group (ERG) leadership and membership training. As we expand the number of Employee Resource Groups, the number of members trained will increase, therefore increasing the cost of this training from \$7,500 per year (spent in 2021) to \$32,000 per year. 2024 0 90 0 90 0.0 1-Sided Adj Explanation: The creation and maintenance of the Company's Employee Resource Groups (ERG), which are voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals (\$10,000 x 9 ERG's = \$90,000).
includes: \$4,800 lap tops (\$2,400 per lap top x 2 lap tops) and \$1,040 for monitors (\$260 per monitor x 4 monitors). 2024 0 25 0 25 0.0 1-Sided Adj Explanation: Annual Spectrum Knowledge Employee Resource Group (ERG) leadership and membership training. As we expand the number of Employee Resource Groups, the number of members trained will increase, therefore increasing the cost of this training from \$7,500 per year (spent in 2021) to \$32,000 per year. 2024 0 90 0 90 0.0 1-Sided Adj Explanation: The creation and maintenance of the Company's Employee Resource Groups (ERG), which are voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals (\$10,000 x 9 ERG's = \$90,000).
Annual Spectrum Knowledge Employee Resource Group (ERG) leadership and membership training. As we expand the number of Employee Resource Groups, the number of members trained will increase, therefore increasing the cost of this training from \$7,500 per year (spent in 2021) to \$32,000 per year. 2024 0 90 0 90 0.0 1-Sided Adj Explanation: The creation and maintenance of the Company's Employee Resource Groups (ERG), which are voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals (\$10,000 x 9 ERG's = \$90,000).
As we expand the number of Employee Resource Groups, the number of members trained will increase, therefore increasing the cost of this training from \$7,500 per year (spent in 2021) to \$32,000 per year. 2024 0 90 0 90 0.0 1-Sided Adj Explanation: The creation and maintenance of the Company's Employee Resource Groups (ERG), which are voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals (\$10,000 x 9 ERG's = \$90,000).
Explanation: The creation and maintenance of the Company's Employee Resource Groups (ERG), which are voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals (\$10,000 x 9 ERG's = \$90,000).
voluntary, employee-led groups that foster a diverse and inclusive workplace that aligns with SDG&E's values and goals ($$10,000 \times 9 \text{ ERG's} = $90,000$).
2024 49 0 0 49 1.0 1-Sided Adj
Explanation: Incremental labor costs to cover salary differential between departing Diversity & Inclusion Mgr (earned \$83,000 and left the position mid-2021) and the new Sr Diversity & Inclusion Advisor (salary \$132,000, started in 2022). \$132,000 - \$83,000 = \$49,000.
2024 13 0 0 13 0.1 1-Sided Adj
Explanation: Promotion of Diversity & Inclusion Advisor to Sr. Diversity & Inclusion Advisor in 2022. (\$113,000 salary in 2022 - \$100,000 salary in 2021).
2024 Total 286 174 0 460 3.1

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: F. Diversity and Inclusion
Category-Sub: 1. Diversity and Inclusion

Workpaper: 1HR004.000 - Diversity and Inclusion

Determination of Adjusted-Recorded (Incurred Costs):

torrimation of Aujustou	-Recorded (incurred Cos 2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
ecorded (Nominal \$)*					
Labor	89	79	96	124	372
Non-Labor	45	56	46	15	58
NSE	0	0	0	0	0
Total	135	135	142	139	431
FTE	0.9	0.7	0.9	1.0	2.8
djustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	-1	-1
NSE	0	0	0	0	0
Total	0	0	0	-1	-1
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Nomin	al \$)				
Labor	89	79	96	124	372
Non-Labor	45	56	46	14	57
NSE	0	0	0	0	0
Total	135	135	142	138	429
FTE	0.9	0.7	0.9	1.0	2.8
acation & Sick (Nominal \$	5)				
Labor	13	12	14	18	56
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	13	12	14	18	56
FTE	0.1	0.1	0.1	0.2	0.5
scalation to 2021\$					
Labor	12	8	6	5	0
Non-Labor	6	6	3	1	0
NSE	0	0	0	0	0
Total	18	13	10	6	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Consta	ant 2021\$)				
Labor	114	99	116	147	428
Non-Labor	52	62	50	15	57
NSE	0	0	0	0	0
Total	166	161	165	161	485
FTE	1.0	0.8	1.0	1.2	3.3

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: F. Diversity and Inclusion
Category-Sub: 1. Diversity and Inclusion

Workpaper: 1HR004.000 - Diversity and Inclusion

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs									
	Years	2017	2018	2019	2020	2021			
Labor		0	0	0	0	0			
Non-Labor		0	0	0	-1	-1			
NSE		0	0	0	0	0			
	Total		0		-1	-1			
FTE		0.0	0.0	0.0	0.0	0.0			

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	FTE	Adj Type
2017 Total	0	0	0	0.0	
2018 Total	0	0	0	0.0	
2019 Total	0	0	0	0.0	
2020	0	-1	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC
2020 Total	0	-1	0	0.0	
2021	0	-1	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC
2021 Total	0	-1	0	0.0	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: G. Diversity and Workforce Management

Workpaper: 1HR005.000

Summary for Category: G. Diversity and Workforce Management

	In 2021\$ (000) Incurred Costs							
	Adjusted-Recorded		Adjusted-Forecast					
	2021	2022	2023	2024				
Labor	1,702	1,930	1,930	2,101				
Non-Labor	906	953	950	956				
NSE	0	0	0	0				
Total	2,608	2,883	2,880	3,057				
FTE	17.7	19.8	19.8	21.8				

Workpapers belonging to this Category:

1HR005.000 Diversity and Workforce Management

1,702	1,930	1,930	2,101
906	953	950	956
0	0	0	0
2,608	2,883	2,880	3,057
17.7	19.8	19.8	21.8
	906 0 2,608	906 953 0 0 2,608 2,883	906 953 950 0 0 0 2,608 2,883 2,880

Beginning of Workpaper
1HR005.000 - Diversity and Workforce Management

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: G. Diversity and Workforce Management
Category-Sub 1. Diversity and Workforce Management

Workpaper: 1HR005.000 - Diversity and Workforce Management

Activity Description:

The Diversity and Workforce Management group manages the staffing and recruitment of our qualified workforce, administers processes to ensure applicants have the required qualifications and are suitable for employment, and develops and executes strategic diversity recruiting plans and supporting workforce readiness programs. This group also manages the relocation costs for new employees and/or transfers (if eligible to receive), as well as the Company's Human Resource Information System (HRIS).

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities. The increase in labor is due to the following reasons: 1) Four (4) temporary contractors supporting staffing and operations duties were converted to full time employees. The work they performed was identified as baseline work, versus a temporary increase in the work. The department had consistently been utilizing temporary contractors for years, as the thought was the work would just be temporary. 2) One (1) Workforce Readiness Project Manager is being requested to be added to the department to focus on Workforce Readiness Programs which is an added initiative to the department. 3) Two (2) incremental additions (Staffing Advisor and Staffing Specialist) requested to support the increase of requisition volume. Additionally, given the number of workforce plans and GRC incremental addition requests, we foresee the number of requisitions continuing to increase.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

NSE - Base YR Rec

N/A

Summary of Results:

		Adju	ısted-Recor	Adjusted-Forecast				
Years	2017	2018	2019	2020	2021	2022	2023	2024
Labor	1,106	1,202	1,414	1,599	1,702	1,930	1,930	2,101
Non-Labor	893	731	416	1,117	906	953	950	956
NSE	0	0	0	0	0	0	0	0
Total	1,999	1,932	1,829	2,716	2,608	2,883	2,880	3,057
FTE	10.1	10.9	13.9	16.0	17.7	19.8	19.8	21.8

Area: PEOPLE AND CULTURE DEPARTMENT

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Category: G. Diversity and Workforce Management
Category-Sub: 1. Diversity and Workforce Management

Workpaper: 1HR005.000 - Diversity and Workforce Management

Summary of Adjustments to Forecast:

			In 202	1 \$(000) lı	ncurred Co	sts				
Forecas	t Method	Bas	se Foreca	st	Forec	ast Adjust	ments	Adjus	ted-Forec	ast
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024
Labor	Base YR Rec	1,702	1,702	1,702	228	228	399	1,930	1,930	2,101
Non-Labor	Base YR Rec	906	906	906	47	44	50	953	950	956
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0
Tota	al	2,608	2,608	2,608	275	272	449	2,883	2,880	3,057
FTE	Base YR Rec	17.7	17.7	17.7	2.1	2.1	4.1	19.8	19.8	21.8

FIE	Base YR Rec	17.7	17.7	17.7	2.1	2.1 4.1	19.8	19.8	21.8
Forecast Adjus	stment Details:								
<u>Year</u>	Labo	<u>or</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Ty	<u>/pe</u>	
2022		0	32	0	32	0.0	1-Sided	Adj	
Explanation:	recruiting even	ts, job fairs I the events	and confere	ences that we	ere not atter	for employees to nded in 2021 due erage amount sp	to the Covid pa	andemic	
2022		0	3	0	3	0.0	1-Sided	Adj	
Explanation:	(1) laptop and monitors (\$260				er. Total cos	t includes: \$2,40	0 laptop + \$52	0 for	
2022	12	26	0	0	126	1.0	1-Sided	Adj	
	today and will be employers, aca	oe required ademia insti w workforce	in the future tutions, con entrants a	e. They typica	ally include government	abilities and attrik partnerships and al entities, etc. w o meet the challe	alliances betw ho collaborate	een to	
2022	2	16	0	0	46	0.1	1-Sided	Adj	
Explanation:	to Sr Staffing A \$45,524 which readiness prog direct and supp	dvisor in 20 rounds to \$ rams and the port these ea manager le	21) and ne 46,000. Wi ne increase fforts, there	w Staffing Mo th the departi in hiring due fore we are to	gr salary (\$´ ment's addit to workforc aking an ex	parting Sr Staffin 143,100 in 2022). tional activities ar e resource plan, isting Senior Staf ponsibility of ove	The difference ound workforce a manager is n fing Advisor po	e is e needed to osition	
2022	Ę	56	0	0	56	1.0	1-Sided	Adj	
Explanation:	left empty for the	ne remainde d to be \$140	er of 2021. 0,900. The	The amount p	oaid for this	ired mid-year 202 position in 2021 account for a full	was \$84,982. F	-ull-year	
2022		0	6	0	6	0.0	1-Sided	Adj	

Note: Totals may include rounding differences.

SDG&E/PEOPLE AND CULTURE DEPARTMENT/Exh No:SDG&E-32-WP-R-E/Witness: A. Taylor

PEOPLE AND CULTURE DEPARTMENT

Area:

Witness: Alexandra G. Taylor G. Diversity and Workforce Management Category: 1. Diversity and Workforce Management Category-Sub: 1HR005.000 - Diversity and Workforce Management Workpaper: **NLbr NSE Total FTE** Adj_Type **Year** <u>Labor</u> **Explanation:** Recruiting collateral and marketing material costs that were not incurred during 2021 due to job fairs and workforce readiness events not being in person due to Covid restrictions. The SDG&E logo was recently updated which is included on all materials so the materials will need to be re-created with the new SDG&E logo. 2022 6 6 0.0 1-Sided Adj **Explanation:** HR professional memberships, events and certifications to keep staff skills current. These provide staff with resources that are used in their day-to-day roles such as compliance/regulation resources, templates and the latest news on HR issues. Memberships also allow for discounts on certification and conferences. These expenses were not incurred in 2021 due to Covid restrictions. 2022 Total 228 47 275 2.1 2023 32 32 0.0 1-Sided Adj **Explanation:** Employee travel costs (i.e. hotel, meals, flight, car rental, etc.) for employees to attend college recruiting events, job fairs and conferences that were not attended in 2021 due to the Covid pandemic restrictions and the events not being in person. \$32K is the average amount spent on these travel costs from 2017-2019. 2023 6 0.0 1-Sided Adj **Explanation:** Recruiting collateral and marketing material costs that were not incurred during 2021 due to job fairs and workforce readiness events not being in person due to Covid restrictions. The SDG&E logo was recently updated which is included on all materials so the materials will need to be re-created with the new SDG&E logo. 2023 126 0 126 1.0 1-Sided Adj **Explanation:** Continuation of (1) Project Manager in 2022 to develop and manage Workforce Readiness Programs (1 FTE x \$126,000). Workforce Readiness Programs are career readiness programs that prepare current and future workplace entrants with the requisite knowledge, skills, abilities and attributes that are needed today and will be required in the future. They typically include partnerships and alliances between employers, academia institutions, community and governmental entities, etc. who collaborate to ensure that new workforce entrants are sufficiently prepared to meet the challenges and opportunities they will face in the workplace. 2023 46 0.1 1-Sided Adj **Explanation:** Continuation of incremental labor costs to cover salary differential between departing Sr Staffing Advisor (\$97,576 paid to Sr Staffing Advisor in 2021) and new Staffing Mgr salary (\$143,100 in 2022). The difference is \$45,524 which rounds to \$46,000. With the department's additional activities around workforce readiness programs and the increase in hiring due to workforce resource plan, a manager is needed to direct and support these efforts, therefore we are taking an existing Senior Staffing Advisor position and making it a manager level position and are adding the responsibility of overseeing and directing these additional activities. 2023 56 1.0 1-Sided Adj Continuation of full-year funding for (1) Principal HRIS Advisor. Incumbent retired mid-year 2021 and **Explanation:** the position was left empty for the remainder of 2021. The amount paid for this position in 2021 was \$84,982. Full-year salary expected to be \$140,900. The difference is \$55,918 to account for a full year of funding for this position. This rounds to \$56,000.

PEOPLE AND CULTURE DEPARTMENT Area: Witness: Alexandra G. Taylor G. Diversity and Workforce Management Category: 1. Diversity and Workforce Management Category-Sub: 1HR005.000 - Diversity and Workforce Management Workpaper: **Year** Labor **NLbr NSE Total FTE** Adj_Type 2023 6 6 0.0 1-Sided Adj 0 **Explanation:** HR professional memberships, events and certifications to keep staff skills current. These provide staff with resources that are used in their day-to-day roles such as compliance/regulation resources, templates and the latest news on HR issues. Memberships also allow for discounts on certification and conferences. These expenses were not incurred in 2021 due to Covid restrictions. 2023 Total 228 44 0 272 2.1 2024 100 0 0 100 1.0 1-Sided Adj **Explanation:** Adding (1) Staffing Advisor in 2024 to provide support for anticipated hiring due to workforce plan requests (1 FTE x \$100,000). 2024 71 1.0 1-Sided Adj Adding (1) Staffing Compliance & Services Specialist in 2024 to provide support for anticipated hiring **Explanation:** due to workforce plan requests (1 FTE x \$71,000). 2024 126 126 1.0 1-Sided Adj **Explanation:** Continuation of (1) Project Manager in 2022 to develop and manage Workforce Readiness Programs (1 FTE x \$126,000). Workforce Readiness Programs are career readiness programs that prepare current and future workplace entrants with the requisite knowledge, skills, abilities and attributes that are needed today and will be required in the future. They typically include partnerships and alliances between employers, academia institutions, community and governmental entities, etc. who collaborate to ensure that new workforce entrants are sufficiently prepared to meet the challenges and opportunities they will face in the workplace. 2024 46 46 0.1 1-Sided Adj **Explanation:** Continuation of incremental labor costs to cover salary differential between departing Sr Staffing Advisor (\$97,576 paid to Sr Staffing Advisor in 2021) and new Staffing Mgr salary (\$143,100 in 2022). The difference is \$45,524 which rounds to \$46,000. With the department's additional activities around workforce readiness programs and the increase in hiring due to workforce resource plan, a manager is needed to direct and support these efforts, therefore we are taking an existing Senior Staffing Advisor position and making it a manager level position and are adding the responsibility of overseeing and directing these additional activities. 2024 56 56 1.0 1-Sided Adj **Explanation:** Continuation of full-year funding for (1) Principal HRIS Advisor. Incumbent retired mid-year 2021 and the position was left empty for the remainder of 2021. The amount paid for this position in 2021 was \$84,982. Full-year salary expected to be \$140,900. The difference is \$55,918 to account for a full year of funding for this position. This rounds to \$56,000. 2024 0 6 0.0 1-Sided Adj **Explanation:** Recruiting collateral and marketing material costs that were not incurred during 2021 due to job fairs and workforce readiness events not being in person due to Covid restrictions. The SDG&E logo was recently updated which is included on all materials so the materials will need to be re-created with the new SDG&E logo. 2024 6 6 0.0 1-Sided Adj

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: G. Diversity and Workforce Management
Category-Sub: 1. Diversity and Workforce Management

Workpaper: 1HR005.000 - Diversity and Workforce Management

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<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj_Type
Explanation:	HR professional member with resources that are u templates and the latest and conferences. These	sed in their da news on HR is	ay-to-day roles ssues. Membe	such as con erships also a	npliance/regula llow for discoul	tion resources, nts on certification
2024	0	32	0	32	0.0	1-Sided Adj
Explanation:	Employee travel costs (i. recruiting events, job fair restrictions and the even costs from 2017-2019.	s and confere	nces that were	not attende	d in 2021 due t	o the Covid pandemic
2024	0	6	0	6	0.0	1-Sided Adj
Explanation:	(2) laptops and (4) monit positions. Total cost inclu (\$260 per monitor x 4 mo	ides: \$4,800 la	•	•	•	· ·
2024 Total	399	50	0	449	4.1	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: G. Diversity and Workforce Management
Category-Sub: 1. Diversity and Workforce Management

Workpaper: 1HR005.000 - Diversity and Workforce Management

Determination of Adjusted-Recorded (Incurred Costs):

Determination of Aujusteu-	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	863	961	1,169	1,357	1,480
Non-Labor	785	664	386	1,042	912
NSE	0	0	0	0	0
Total	1,648	1,625	1,555	2,399	2,391
FTE	8.7	9.4	12.0	13.8	15.1
Adjustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	-5	-6
NSE	0	0	0	0	0
Total	0	0	0	-5	-6
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Nomina	al \$)				
Labor	863	961	1,169	1,357	1,480
Non-Labor	785	664	386	1,037	906
NSE	0	0	0	0	0
Total	1,648	1,625	1,555	2,394	2,385
FTE	8.7	9.4	12.0	13.8	15.1
acation & Sick (Nominal \$)					
Labor	128	146	167	192	222
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	128	146	167	192	222
FTE	1.4	1.5	1.9	2.2	2.6
scalation to 2021\$					
Labor	115	95	78	50	0
Non-Labor	107	67	29	80	0
NSE	0	0	0	0	0
Total	223	162	107	130	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Consta	nt 2021\$)				
Labor	1,106	1,202	1,414	1,599	1,702
Non-Labor	893	731	416	1,117	906
NSE	0	0	0	0	0
Total	1,999	1,932	1,829	2,716	2,608
FTE	10.1	10.9	13.9	16.0	17.7

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: G. Diversity and Workforce Management
Category-Sub: 1. Diversity and Workforce Management

Workpaper: 1HR005.000 - Diversity and Workforce Management

Summary of Adjustments to Recorded:

	In Nominal \$ (000) Incurred Costs								
	Years	2017	2018	2019	2020	2021			
Labor		0	0	0	0	0			
Non-Labor		0	0	0	-5	-6			
NSE		0	0	0	0	0			
	Total		0		-5	-6			
FTE		0.0	0.0	0.0	0.0	0.0			

Detail of Adjustments to Recorded:

Year	Labor	NLbr	NSE	FTE	Adj Type				
2017 Total	0	0	0	0.0					
2018 Total	0	0	0	0.0					
2019 Total	0	0	0	0.0					
2020	0	-5	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2020	0	0	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2020 Total	0	-5	0	0.0					
2021	0	-6	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2021	0	0	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2021 Total	0	-6	0	0.0					

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: H. Organizational Effectiveness

Workpaper: 1HR006.000

Total

FTE

Summary for Category: H. Organizational Effectiveness

1,819

13.0

		III 20213 (000) IIICUITEU COSIS						
	Adjusted-Recorded	• • •	Adjusted-Forecast					
	2021	2022	2023	2024				
Labor	1,546	1,546	1,546	2,000				
Non-Labor	273	391	391	428				
NSE	0	0	0	0				
Total	1,819	1,937	1,937	2,428				
FTE	13.0	13.0	13.0	17.0				
Workpapers belonging	to this Category:							
1HR006.000 Organiza	tional Effectiveness							
Labor	1,546	1,546	1,546	2,000				
Non-Labor	273	391	391	428				
NSE	0	0	0	0				

1,937

13.0

1,937

13.0

In 2021\$ (000) Incurred Costs

2,428

17.0

Beginning of Workpaper
1HR006.000 - Organizational Effectiveness

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: H. Organizational Effectiveness
Category-Sub 1. Organizational Effectiveness

Workpaper: 1HR006.000 - Organizational Effectiveness

Activity Description:

The Organizational Effectiveness group, which consists of Talent Management, Talent Development, Organizational Design, People Research and Workforce Planning, provides individual and organizational development programs and services for SDG&E. This group oversees the succession planning process for high potential employees, develops and executes leadership development programs, manages programs to enhance organizational performance and individual development, and supports workforce planning efforts with analyzing staffing trends and skill readiness.

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

NSE - Base YR Rec

N/A

Summary of Results:

		In 2021\$ (000) Incurred Costs								
		Adju	ısted-Recor	Adjusted-Forecast						
Years	2017	2018	2019	2020	2021	2022	2023	2024		
Labor	1,694	1,657	1,635	1,730	1,546	1,545	1,545	1,999		
Non-Labor	409	410	280	193	273	391	391	428		
NSE	0	0	0	0	0	0	0	0		
Total	2,103	2,067	1,916	1,923	1,819	1,936	1,936	2,427		
FTE	12.7	13.5	13.6	14.0	13.0	13.0	13.0	17.0		

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: H. Organizational Effectiveness
Category-Sub: 1. Organizational Effectiveness

Workpaper: 1HR006.000 - Organizational Effectiveness

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs										
Forecast	t Method	Base Forecast		Forecast Adjustments			Adjusted-Forecast				
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Labor	Base YR Rec	1,546	1,546	1,546	0	0	454	1,546	1,546	2,000	
Non-Labor	Base YR Rec	273	273	273	118	118	155	391	391	428	
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0	
Tota	ıl	1,819	1,819	1,819	118	118	609	1,937	1,937	2,428	
FTE	Base YR Rec	13.0	13.0	13.0	0.0	0.0	4.0	13.0	13.0	17.0	

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Type		
2022	0	6	0	6	0.0	1-Sided Adj		
Explanation:	SIOP External Training. SIOP is the primary professional association for the practice of I/O Psychologists and researchers. Attendance at the annual SIOP Conference provides us with access to the latest research, practice and professionals from the profession. It is a core component of the I/O field and is invaluable for our company to continue being engaged in the annual conference. Our team often serves as reviewers, presenters, and on committees to help give back to the profession. The SIOP Conference was held virtually in 2021, eliminating travel costs, and minimizing conference registration costs. Included, but not realized in 2021 due to COVID restrictions.							
2022	0	1	0	1	0.0	1-Sided Adj		
Explanation:	Training materials for di year.	rector-level Fi	eld leadership	developmen	t program offer	ed to 1 to 2 cohorts per		
2022	0	7	0	7	0.0	1-Sided Adj		
Explanation:	Increase in Preparing for between \$500 and \$1,0 averages \$1,600 per mo and beyond, which com	00 per month onth. Based o	in 2021, the Pi n this, we expe	reparing for N	∕lanagement er	nrollment typically		
2022	0	16	0	16	0.0	1-Sided Adj		
Explanation:	External conferences and related travel expenses that were not incurred in 2021 due to the Covid pandemic restrictions. \$1,500 per person for department of 11 to travel to functions to ensure members of staff remain up-to-date on training, trends and certifications. Travel for annual conferences provide us with access to the latest research, practice and professionals from the profession. It is a core component of the I/O field and is invaluable for our company to continue being engaged in the annual conference. Our team often serves as reviewers, presenters, and on committees to help give back to the profession. Costs include conference fees, airfare, hotel, transportation and meals.							
2022	0	5	0	5	0.0	1-Sided Adj		
Explanation:	O 5 0 5 0.0 1-Sided Adj Catering for in-person training and events that were not incurred in 2021 due to the pandemic restrictions. Allowing meals on-site and during working sessions eases training facilitation. Meals typically include using on-site catering for breakfast and lunch at an average cost of \$15.00 per person for breakfast and \$25.00 per person for lunch. Allows for approximately 125 breakfast meals and 125 lunch meals.							

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: H. Organizational Effectiveness
Category-Sub: 1. Organizational Effectiveness

Workpaper: 1HR006.000 - Organizational Effectiveness

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj_Type		
2022	0	10	0	10	0.0	1-Sided Adj		
xplanation:	New course development for non-Financial leaders and professionals.							
2022	0	15	0	15	0.0	1-Sided Adj		
xplanation:	Consulting services to s Respectful Workplace S Communication course;	Summit. \$7,0	00 for Respect	ul Summit for				
2022	0	10	0	10	0.0	1-Sided Adj		
xplanation:	Materials to support pro Orientation. Materials at welcomed when they joi \$2,000 for New Employe	re key to prov in the organiz	riding core cont ation. \$5,000 p	ent and learni er year dedic	ngs, and help ated to Field I	our new hires feel _eadership Training;		
2022	0	10	0	10	0.0	1-Sided Adj		
Explanation:	_	Printing costs for training programs that were not incurred in 2021 due to Covid restrictions and a new Logo/branding. Printed learning binders, packets, and participant materials help to heighten the learning experience.						
2022	0	5	0	5	0.0	1-Sided Adj		
xplanation:	Professional memberships and training resources to keep staff skills current, such as SIOP, SHRM, DDI, ODNet memberships and training. Included, but not realized in 2021 due to COVID restrictions.							
2022	0	15	0	15	0.0	1-Sided Adj		
explanation:	Tools to support the devictools. These tools will all allowing us to reach all learning delivery modes collaboration tools. \$7,0 classroom materials to victorials.	llow us to con employee pop to account fo 000 per year	itinue to deliver oulations. With or more virtual d dedicated to Fid	relevant train the new hybri classes, self-p eld Leadershi	ing content in d work model aced courses p Training whi	appropriate modalities , we need to adapt our and web-based ich includes converting		
2022	0	18	0	18	0.0	1-Sided Adj		
xplanation:	Adding (1) Master's Deg 6-month period each ye		intern temp res	ource in Peo	ple Research	(\$18,000 per year for		
2022 Total	0	118	0	118	0.0			
2023	0	1	0	1	0.0	1-Sided Adj		
xplanation:	Continuation of training 2 cohorts per year.	materials for	director-level F	ield leadershi	p developmer	nt program offered to 1 to		
2023	0	6	0	6	0.0	1-Sided Adj		
explanation:	Continuation of SIOP ex I/O Psychologists and reaccess to the latest rese of the I/O field and is involved team often serves a profession. The SIOP C	esearchers. A earch, practic valuable for o as reviewers,	Attendance at the and profession or company to presenters, and	e annual SIO nals from the continue bein d on committe	P Conference profession. It g engaged in es to help giv	e provides us with is a core component the annual conference. e back to the		

PEOPLE AND CULTURE DEPARTMENT

Area:

Witness: Alexandra G. Taylor H. Organizational Effectiveness Category: 1. Organizational Effectiveness Category-Sub: 1HR006.000 - Organizational Effectiveness Workpaper: **Year** Labor **NLbr NSE Total FTE** Adj_Type 2023 0 7 0.0 1-Sided Adj **Explanation:** Continuation of increase in Preparing for Management enrollment. Preparing for Management enrollment averaged between \$500 and \$1,000 per month in 2021, the Preparing for Management enrollment typically averages \$1,600 per month. Based on this, we expect to spend an additional \$600 per month in 2022 and beyond, which comes out to \$7,200 per year. 2023 0.0 16 16 1-Sided Adj **Explanation:** Continuation for external conferences and related travel expenses that were not incurred in 2021 due to the Covid pandemic restrictions. \$1,500 per person for department of 11 to travel to functions to ensure members of staff remain up-to-date on training, trends and certifications. Travel for annual conferences provide us with access to the latest research, practice and professionals from the profession. It is a core component of the I/O field and is invaluable for our company to continue being engaged in the annyal conference. Our team often serves as reviewers, presenters, and on committees to help give back to the profession. Costs include conference fees, airfare, hotel, transport and meals. 5 0.0 2023 5 1-Sided Adj **Explanation:** Continuation of catering for in-person training and events that were not incurred in 2021 due to the pandemic restrictions. Allowing meals on-site and during working sessions eases training facilitation. Meals typically include using on-site catering for breakfast and lunch at an average cost of \$15.00 per person for breakfast and \$25.00 per person for lunch. Allows for approximately 125 breakfast meals and 125 lunch meals. 2023 10 10 0.0 1-Sided Adj Continuation of new course development for non-Financial leaders and professionals. **Explanation:** 2023 15 15 0.0 **Explanation:** Continuation of consulting services to support learning programs and projects that did not occur in 2021 such as Respectful Workplace Summit. \$7,000 for Respectful Summit for Field Leadership; \$4,500 for Communication course; \$3,500 Field Leadership training. 2023 0 10 10 0.0 1-Sided Adj **Explanation:** Continuation for materials to support programs that did not occur in 2021 due to the Covid such as New Employee Orientation. Materials are key to providing core content and learnings, and help our new hires feel welcomed when they join the organization. \$5,000 per year dedicated to Field Leadership Training; \$2,000 for New Employee Orientation video; \$3,000 for Facilitation and Leader's Guide. 2023 10 10 0.0 1-Sided Adj **Explanation:** Continuation of printing costs for training programs that were not incurred in 2021 due to Covid restrictions and a new Logo/branding. Printed learning binders, packets, and participant materials help to heighten the learning experience. 2023 0.0 1-Sided Adj **Explanation:** Continuation of professional memberships and training resources to keep staff skills current, such as SIOP, SHRM, DDI, ODNet memberships and training. Included, but not realized in 2021 due to COVID restrictions. 2023 0 15 15 0.0 1-Sided Adj

PEOPLE AND CULTURE DEPARTMENT

Area:

Witness: Alexandra G. Taylor H. Organizational Effectiveness Category: 1. Organizational Effectiveness Category-Sub: 1HR006.000 - Organizational Effectiveness Workpaper: **Year NLbr NSE Total FTE** Adj_Type <u>Labor</u> **Explanation:** Continuation for tools to support the development of virtual classes, self-paced courses and web-based collaboration tools. These tools will allow us to continue to deliver relevant training content in appropriate modalities allowing us to reach all employee populations. With the new hybrid work model, we need to adapt our learning delivery modes to account for more virtual classes, self-paced courses and web-based collaboration tools. \$7,000 per year dedicated to Field Leadership Training which includes converting classroom materials to virtual platform and on-line modules; \$8,000 for video development. 2023 18 18 0.0 1-Sided Adj **Explanation:** Continuation of (1) Master's Degree program intern temp resource in People Research (\$18,000 per year for 6-month period each year). 2023 Total 0 118 0 118 0.0 2024 0 1 0.0 1-Sided Adj **Explanation:** Continuation of training materials for director-level Field leadership development program offered to 1 to 2 cohorts per year. 2024 0 6 0.0 1-Sided Adj **Explanation:** Continuation of SIOP external training. SIOP is the primary professional association for the practice of I/O Psychologists and researchers. Attendance at the annual SIOP Conference provides us with access to the latest research, practice and professionals from the profession. It is a core component of the I/O field and is invaluable for our company to continue being engaged in the annual conference. Our team often serves as reviewers, presenters, and on committees to help give back to the profession. The SIOP Conference was held virtually in 2021, eliminating travel costs, and minimizing conference registration costs. Included, but not realized in 2021 due to COVID restrictions. 2024 25 25 0.0 **Explanation:** Test validation is required per company policy and in accordance with federal regulatory guidelines for employee selection. People Research is responsible for carrying out research studies (usually in partnership with external assessment publishers) to support the validation of the company's pre-employment testing programs. There are currently 5 broad testing programs and best practices dictates that each assessment be re-validated on a regular basis (e.g., every 5 years) to ensure continued value in identifying a qualified workforce, and to increase legal defensibility in the event of legal challenges. 2024 16 0.0 1-Sided Adj **Explanation:** Continuation of external conferences and related travel expenses that were not incurred in 2021 due to the Covid pandemic restrictions. \$1,500 per person for department of 11 to travel to functions to ensure members of staff remain up-to-date on training, trends and certifications. Travel for annual conferences provide us with access to the latest research, practice and professionals from the profession. It is a core component of the I/O field and is invaluable for our company to continue being engaged in the annyal conference. Our team often serves as reviewers, presenters, and on committees to help give back to the profession. Costs include conference fees, airfare, hotel, transport and meals. 0 7 2024 0.0 1-Sided Adj

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: H. Organizational Effectiveness
Category-Sub: 1. Organizational Effectiveness

Workpaper: 1HR006.000 - Organizational Effectiveness

Workpaper:	1HR006.000 - Organ	izational Effe	ctiveness						
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj_Type			
Explanation:	enrollment averaged betweenrollment typically avera	Continuation of increase in Preparing for Management enrollment. Preparing for Management enrollment averaged between \$500 and \$1,000 per month in 2021, the Preparing for Management enrollment typically averages \$1,600 per month. Based on this, we expect to spend an additional \$600 per month in 2022 and beyond, which comes out to \$7,200 per year.							
2024	0	5	0	5	0.0	1-Sided Adj			
Explanation:	Continuation of catering for pandemic restrictions. Allowed Meals typically include us person for breakfast and and 125 lunch meals.	owing meals ing on-site ca	on-site and du atering for brea	ring working s kfast and lun	sessions ease ch at an avera	s training facilitation. age cost of \$15.00 per			
2024	0	10	0	10	0.0	1-Sided Adj			
Explanation:	Continuation of new cours	se developme	ent for non-Fina	ancial leaders	and professi	onals.			
2024	0	15	0	15	0.0	1-Sided Adj			
Explanation:	Continuation of consulting services to support learning programs and projects that did not occur in 2021 such as Respectful Workplace Summit. \$7,000 for Respectful Summit for Field Leadership; \$4,500 for Communication course; \$3,500 Field Leadership training.								
2024	0	10	0	10	0.0	1-Sided Adj			
Explanation:	Continuation for materials New Employee Orientationew hires feel welcomed Leadership Training; \$2,0 Guide.	n. Materials a when they jo	are key to prov in the organiza	iding core co tion. \$5,000 p	ntent and lear oer year dedic	nings, and help our ated to Field			
2024	0	10	0	10	0.0	1-Sided Adj			
Explanation:	Continuation of printing or restrictions and a new Log to heighten the learning e	go/branding.							
2024	0	5	0	5	0.0	1-Sided Adj			
Explanation:	Continuation of profession SIOP, SHRM, DDI, ODNe restrictions.		•	-	-				
2024	0	15	0	15	0.0	1-Sided Adj			
Explanation:	Continuation of tools to such collaboration tools. These appropriate modalities alloweneed to adapt our lear and web-based collaboratincludes converting classic development.	tools will allowing us to remain delivery tion tools. \$7	ow us to contine each all employ modes to according 7,000 per year	ue to deliver yee populatio ount for more dedicated to	relevant traini ns. With the n virtual classe Field Leaders	ng content in ew hybrid work model, s, self-paced courses hip Training which			
2024	0	18	0	18	0.0	1-Sided Adj			
Explanation:	Continuation of (1) Maste year for 6-month period e		ogram intern te	emp resource	in People Re	search (\$18,000 per			

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

2024 Total

Category: H. Organizational Effectiveness
Category-Sub: 1. Organizational Effectiveness

Workpaper: 1HR006.000 - Organizational Effectiveness

454

155

vvorkpaper:	THR000.000 - Organizational Ellectiveness							
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	<u>Total</u>	<u>FTE</u>	Adj_Type		
2024	454	12	0	466	4.0	1-Sided Adj		
Explanation:	hire, which rounds to \$3 in 2024 to assist the Ornexecution of an enterpri Planning Program Mana to align with the Compa future competency requadding (2) Senior Busin	forkforce Plant 00 laptop + \$5 3,000. (\$3,000 ganizational E ise-wide workf ager to develo iny's business irements, and ness Analysts strategic plans	ning Program 20 for monito x 4 new hires iffectiveness of force plan and p, manage, a strategy. Man I develop work to provide tects Senior Busi	Manager, and rs (\$260 per m s = \$12,000). A group with the d strategy (1 F) and administer thager will evaluation are plans are thnical support ness Analysts.	(2) Senior But onitor x 2 mon adding (1) Word development, FE x \$97,000). the workforce uate trends, as and staffing need in developing	isiness Analysts. Total hitors) = \$2,920 per new rkforce Planning Advisor engagement and Adding (1) Workforce planning requirements essess current and hids. (1 FTE x \$129,000).		

0

609

4.0

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: H. Organizational Effectiveness
Category-Sub: 1. Organizational Effectiveness

Workpaper: 1HR006.000 - Organizational Effectiveness

Determination of Adjusted-Recorded (Incurred Costs):

retermination of Aujusteu-	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	1,322	1,325	1,352	1,468	1,344
Non-Labor	360	373	261	190	278
NSE	0	0	0	0	0
Total	1,681	1,698	1,613	1,658	1,621
FTE	10.9	11.6	11.7	12.1	11.1
djustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	-11	-4
NSE	0	0	0	0	0
Total	0	0	0	-11	-4
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Nomina	ıl \$)				
Labor	1,322	1,325	1,352	1,468	1,344
Non-Labor	360	373	261	179	273
NSE	0	0	0	0	0
Total	1,681	1,698	1,613	1,647	1,617
FTE	10.9	11.6	11.7	12.1	11.1
acation & Sick (Nominal \$)					
Labor	196	201	194	208	202
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	196	201	194	208	202
FTE	1.8	1.9	1.9	1.9	1.9
scalation to 2021\$					
Labor	176	131	90	54	0
Non-Labor	49	38	20	14	0
NSE	0	0	0	0	0
Total	226	169	110	68	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Consta	nt 2021\$)				
Labor	1,694	1,657	1,635	1,730	1,546
Non-Labor	409	410	280	193	273
NSE	0	0	0	0	0
Total	2,103	2,067	1,916	1,923	1,819
FTE	12.7	13.5	13.6	14.0	13.0

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: H. Organizational Effectiveness
Category-Sub: 1. Organizational Effectiveness

Workpaper: 1HR006.000 - Organizational Effectiveness

Summary of Adjustments to Recorded:

	In Nominal \$ (000) Incurred Costs								
	Years	2017	2018	2019	2020	2021			
Labor		0	0	0	0	0			
Non-Labor		0	0	0	-11	-4			
NSE		0	0	0	0	0			
	Total	0	0	0	-11	-4			
FTE		0.0	0.0	0.0	0.0	0.0			

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	FTE	Adj Type				
2017 Total	0	0	0	0.0					
2018 Total	0	0	0	0.0					
2019 Total	0	0	0	0.0					
2020	0	-1	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2020	0	-10	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC				
2020 Total	0	-11	0	0.0					
2021	0	-1	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC				
2021	0	-3	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2021 Total	0	-4	0	0.0					

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: H. Organizational Effectiveness
Category-Sub: 1. Organizational Effectiveness

Workpaper: 1HR006.000 - Organizational Effectiveness

RAMP Item # 1

RAMP Activity

RAMP Chapter: SDG&E-CFF-8 Workforce Planning / Qualified Workforce

RAMP Line Item ID: New

RAMP Line Item Name: Workforce Planning

Tranche(/s): Tranche1: N/A

GRC Forecast Cost Estima	ites (\$000)					
	2021 Historical Embedded Cost	2022 Forecast	2023 Forecast	2024 Forecast	2024 RAMP R (2020 Inci	ange urred \$)
Tranche 1 Cost Estimate	(2021 \$)	(2021 \$)	(2021 \$)	(2021 \$) 466	Low 0	High 0
Cost Estimate Changes from RAMP: No forecast range was provided in this CFF.						

GRC Work Unit/Activity Level Estimates						
Unit of Measure	2021 Historical Embedded Activities	2022 Forecast Activities	2023 Forecast Activities	2024 Forecast Activities	2024 RA Range Act Low	
Tranche 1 # of Employees	0.00	0.00	0.00	4.00	0.00	0.00
Work Unit Changes from RAMP: No forecast range was provided in this CFF.						

Risk Spend Efficiency (RSE)						
	GRC RSE	RAMP RSE				
Tranche 1	0.000	0.000				
RSE Changes from RAMP: No RSE forecast was provided.						

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization

Workpaper: VARIOUS

FTE

Non-Labor

Total

FTE

Labor

NSE

Summary for Category: I. Business Optimization

	Adjusted-Recorded	Adjusted-Forecast					
	2021	2022	2023	2024			
Labor	262	262	262	326			
Non-Labor	12	42	42	48			
NSE	0	0	0	0			
Total	274	304	304	374			
FTE	1.9	1.9	1.9	2.4			
Workpapers belonging to this Category:							
1HR007.000 Business Optimization							
Labor	107	107	107	107			
Non-Labor	6	6	6	6			
NSE	0	0	0	0			
Total	113	113	113	113			

0.5

155

36

0

191

1.4

0.5

155

36

0

191

1.4

0.5

219

42

0

261

1.9

0.5

155

6

0

161

1.4

1HR007.001 Business Improvement and Process Optimization

In 2021\$ (000) Incurred Costs

Beginning of Workpaper 1HR007.000 - Business Optimization

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization
Category-Sub 1. Business Opimization

Workpaper: 1HR007.000 - Business Optimization

Activity Description:

The Business Optimization group is a company-wide organization that manages efficiency, process improvement/reengineering, and system enhancement initiatives for SDG&E. This group also manages a Continuous Improvement Program designed to evaluate the awareness, understanding and success of new and existing business processes and/or system enhancements. This workpaper only includes the salary and costs associated to the Director position.

Forecast Explanations:

Labor - Base YR Rec

Since this organization is fairly new, 2020 was used for ramp up activities that have reached a level of stability such that base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

Non-Labor - Base YR Rec

Since this organization is fairly new, 2020 was used for ramp up activities that have reached a level of stability such that base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

NSE - Base YR Rec

N/A

Summary of Results:

		In 2021\$ (000) Incurred Costs									
		Adju	ısted-Recor	Adjusted-Forecast							
Years	2017	2018	2019	2020	2021	2022	2023	2024			
Labor	0	0	0	258	107	108	108	108			
Non-Labor	0	0	0	88	6	5	5	5			
NSE	0	0	0	0	0	0	0	0			
Total	0	0	0	346	113	113	113	113			
FTE	0.0	0.0	0.0	1.2	0.5	0.5	0.5	0.5			

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization
Category-Sub: 1. Business Opimization

Workpaper: 1HR007.000 - Business Optimization

Summary of Adjustments to Forecast:

			In 202	1 \$(000) li	ncurred Co	sts				
Forecast Method Base Forecast					Forec	ast Adjust	ments	Adjusted-Forecast		
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024
Labor	Base YR Rec	107	107	107	0	0	0	107	107	107
Non-Labor	Base YR Rec	6	6	6	0	0	0	6	6	6
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0
Tota	ıl	113	113	113	0	0	0	113	113	113
FTE	Base YR Rec	0.5	0.5	0.5	0.0	0.0	0.0	0.5	0.5	0.5

<u>Year Labor NLbr NSE Total FTE</u>	Adj Type	
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Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization
Category-Sub: 1. Business Opimization

Workpaper: 1HR007.000 - Business Optimization

Determination of Adjusted-Recorded (Incurred Costs):

retermination of Aujusteu-N	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	0	0	0	219	93
Non-Labor	0	0	0	2,672	6
NSE	0	0	0	0	0
Total	0	0	0	2,891	99
FTE	0.0	0.0	0.0	1.0	0.4
Adjustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	-2,591	0
NSE	0	0	0	0	0
Total	0	0	0	-2,591	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Nominal	\$)				
Labor	0	0	0	219	93
Non-Labor	0	0	0	81	6
NSE	0	0	0	0	0
Total		0	0	300	99
FTE	0.0	0.0	0.0	1.0	0.5
/acation & Sick (Nominal \$)					
Labor	0	0	0	31	14
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	0	0	0	31	14
FTE	0.0	0.0	0.0	0.2	0.0
Escalation to 2021\$					
Labor	0	0	0	8	0
Non-Labor	0	0	0	6	0
NSE	0	0	0	0	0
Total	0	0	0	14	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Constan	t 2021\$)				
Labor	0	0	0	258	107
Non-Labor	0	0	0	88	6
NSE	0	0	0	0	0
Total	0	0	0	346	113
FTE	0.0	0.0	0.0	1.2	0.5

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization
Category-Sub: 1. Business Opimization

Workpaper: 1HR007.000 - Business Optimization

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs											
	Years	2017	2018	2019	2020	2021					
Labor		0	0	0	0	0					
Non-Labor		0	0	0	-2,591	-0.453					
NSE		0	0	0	0	0					
	Total		0	0	-2,591	-0.453					
FTE		0.0	0.0	0.0	0.0	0.0					

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	<u>Adj Type</u>
2017 Total	0	0	0	0.0	
2018 Total	0	0	0	0.0	
2019 Total	0	0	0	0.0	
2020	0	0	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC
2020	0	-2,591	0	0.0	1-Sided Adj
Explanation:	Exclude non-recurring cons	ulting expenses.			
2020 Total	0	-2,591	0	0.0	
2021	0	0	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC
2021 Total	0	0	0	0.0	

Beginning of Workpaper
1HR007.001 - Business Improvement and Process Optimization

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization

Category-Sub 2. Business Improvement and Process Optimization

Workpaper: 1HR007.001 - Business Improvement and Process Optimization

Activity Description:

The Business Optimization group is a company-wide organization that manages efficiency, process improvement/reengineering, and system enhancement initiatives for SDG&E. This group also manages a Continuous Improvement Program designed to evaluate the awareness, understanding and success of new and existing business processes and/or system enhancements. This workpaper excludes the salary and expenses for the Director of Business Optimization, which is covered in 1HR007.000

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

NSE - Base YR Rec

N/A

Summary of Results:

		In 2021\$ (000) Incurred Costs								
		Adju	ısted-Recor	Ad	Adjusted-Forecast					
Years	2017	2017 2018 2019 2020 2021					2023	2024		
Labor	207	185	157	215	155	155	155	219		
Non-Labor	155	34	10	14	6	36	36	42		
NSE	0	0	0	0	0	0	0	0		
Total	363	219	167	229	161	191	191	261		
FTE	1.7	1.5	1.5	1.9	1.4	1.4	1.4	1.9		

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization

Category-Sub: 2. Business Improvement and Process Optimization

Workpaper: 1HR007.001 - Business Improvement and Process Optimization

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs										
Forecast Method Base Forecast Forecast Adjustments Adjusted-Forecast									ast		
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Labor	Base YR Rec	155	155	155	0	0	64	155	155	219	
Non-Labor	Base YR Rec	6	6	6	30	30	36	36	36	42	
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0	
Tota	ıl	161	161	161	30	30	100	191	191	261	
FTE	Base YR Rec	1.4	1.4	1.4	0.0	0.0	0.5	1.4	1.4	1.9	

Forecast Adjustment Details:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	<u>Total</u>	<u>FTE</u>	Adj Type				
2022	0	23	0	23	0.0	1-Sided Adj				
Explanation:	Additional costs that were not incurred during 2021 due to Covid restrictions, such as catering expenses, conference fees (e.g., WEI and Change Management and Process Excellence for Utilities), and related travel expenses for training & employee development.									
2022	0	7	0	7	0.0	1-Sided Adj				
Explanation:	Elevating the Company's Continuous Improvement Program by purchasing a Menti membership to conduct surveys, analyze results, and put enhancements and/or mitigation strategies in place to continuously grow the organization's mindset around continuous improvement (\$25/month x 2 memberships = \$600/year). Marketing materials, catering expenses for in person meetings, and employee appreciation to promote continuous improvement efforts around the Company. Approximately 15 to 20 continuous improvement projects take place each year with roughly 25 employees participating on each project (20 projects x \$350/per project = \$7,000).									
	Approximately 15 to	o 20 continuous i	mprovement	projects tak	e place each ye	ear with roughly 25				
2022 Total	Approximately 15 to employees particip	o 20 continuous i	mprovement	projects tak	e place each ye	ear with roughly 25				
2022 Total 2023	Approximately 15 to employees particip	o 20 continuous i ating on each pro	mprovement oject (20 proj	projects take ects x \$350/p	e place each ye per project = \$7 0.0	ear with roughly 25				
	Approximately 15 to employees particip	o 20 continuous i ating on each pro 30 23 Iditional costs that conference fees	mprovement oject (20 proj 0 t were not in (e.g., WEI a	projects take ects x \$350/p 30 23 curred during nd Change N	e place each ye per project = \$7 0.0 0.0 g 2021 due to 0 Management ar	ear with roughly 25 7,000).				
2023	Approximately 15 to employees particip 0 Continuation for add catering expenses,	o 20 continuous i ating on each pro 30 23 Iditional costs that conference fees	mprovement oject (20 proj 0 t were not in (e.g., WEI a	projects take ects x \$350/p 30 23 curred during nd Change N	e place each ye per project = \$7 0.0 0.0 g 2021 due to 0 Management ar	ear with roughly 25 7,000). 1-Sided Adj Covid restrictions, such as				

2023 Total	0	30	0	30	0.0	
2024	0	23	0	23	0.0	1-Sided Adj

Approximately 15 to 20 continuous improvement projects take place each year with roughly 25

employees participating on each project (20 projects x \$350/per project = \$7,000).

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: I. Business Optimization

Category-Sub: 2. Business Improvement and Process Optimization

Workpaper: 1HR007.001 - Business Improvement and Process Optimization

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	<u>Total</u>	<u>FTE</u>	<u>Adj_Type</u>	
Explanation:	Continuation for addition catering expenses, confectivities), and related trav	erence fees (e	e.g., WEI and 0	Change Mana	gement and P		
2024	0	7	0	7	0.0	1-Sided Adj	
Explanation:	Continuation of the Composition to conduct surveys, analycontinuously grow the ormemberships = \$600/yea employee appreciation to Approximately 15 to 20 demployees participating of	yze results, a ganization's n ar). Marketing p promote cor coninuous imp	nd put enhanc nindset around g materials, ca ntinuous impro provement proj	ements and/o d continuous in tering expens vement efforts ects take place	or mitigation str mprovement (sees for in person s around the Cope each year w	rategies in place to \$25/month x 2 on meetings, and company . with roughly 25	
2024	64	0	0	64	0.5	1-Sided Adj	
Explanation:	Adding (2) Project Managorganizational change monly which is 25% of the x 25% O&M = \$31,500, positions is equal to 0.5 I	anagement a total amount. which rounds	nd analytics so The other 75°	upport. This re % is capital. E	equest account ach position \$	ts for the O&M portion 126,000 annual salary	
2024	0	6	0	6	0.0	1-Sided Adj	
Explanation:	(2) laptops and (4) monit (\$2,400 per laptop x 2 la	, ,	-	_			
2024 Total	64	36	0	100	0.5		

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization

Category-Sub: 2. Business Improvement and Process Optimization

Workpaper: 1HR007.001 - Business Improvement and Process Optimization

Determination of Adjusted-Recorded (Incurred Costs):

beteriiiilation of Aujusteu-N	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	162	148	129	203	135
Non-Labor	137	31	9	15	7
NSE	0	0	0	0	0
Total	298	179	139	218	142
FTE	1.5	1.4	1.3	1.9	1.2
Adjustments (Nominal \$) **					
Labor	0	0	0	-21	0
Non-Labor	0	0	0	-1	-2
NSE	0	0	0	0	0
Total	0	0	0	-23	-2
FTE	0.0	-0.1	0.0	-0.2	0.0
Recorded-Adjusted (Nominal	\$)				
Labor	162	148	129	182	135
Non-Labor	137	31	9	13	6
NSE	0	0	0	0	0
Total	298	179	139	195	140
FTE	1.5	1.3	1.3	1.6	1.2
/acation & Sick (Nominal \$)					
Labor	24	22	19	26	20
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	24	22	19	26	20
FTE	0.2	0.2	0.2	0.3	0.2
scalation to 2021\$					
Labor	22	15	9	7	0
Non-Labor	19	3	1	1	0
NSE	0	0	0	0	0
Total	40	18	9	8	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Constan	t 2021\$)				
Labor	207	185	157	215	155
Non-Labor	155	34	10	14	6
NSE	0	0	0	0	0
Total	363	219	167	229	161
FTE	1.7	1.5	1.5	1.9	1.4

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: I. Business Optimization

Category-Sub: 2. Business Improvement and Process Optimization

Workpaper: 1HR007.001 - Business Improvement and Process Optimization

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs									
	Years	2017	2018	2019	2020	2021			
Labor		0	-0.045	0	-21	0			
Non-Labor		0	0	0	-1	-2			
NSE		0	0	0	0	0			
	Total		-0.045	0	-23	-2			
FTE		0.0	-0.1	0.0	-0.2	0.0			

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	Adj Type				
2017 Total	0	0	0	0.0					
2018	0	0	0	-0.1	1-Sided Adj				
Explanation:	Exclude union salary amount that doesn't belong in this cost center.								
2018 Total	0	0	0	-0.1					
2019 Total	0	0	0	0.0					
2020	0	-1	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2020	-21	0	0	-0.2	1-Sided Adj				
Explanation:	Accounting adjustment to remove costs that were incorrectly reported in O&M that should have been reported as capital. Offsetting adjustments are being made in capital.								
2020 Total	-21	-1	0	-0.2					
2021	0	-2	0	0.0	1-Sided Adj				
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2021 Total	0	-2	0	0.0					

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Workpaper: 1HR008.000

Summary for Category: J. Executive Offices

		In 2021\$ (000) Inc	urred Costs					
	Adjusted-Recorded		Adjusted-Forecast					
	2021	2022	2023	2024				
Labor	123	123	206	206				
Non-Labor	1,374	1,484	1,773	1,770				
NSE	0	0	0	0				
Total	1,497	1,607	1,979	1,976				
FTE	2.3	2.3	3.3	3.3				

Workpapers belonging to this Category:

1HR008.000	Executive	Offices

Labor	123	123	206	206
Non-Labor	1,374	1,484	1,773	1,770
NSE	0	0	0	0
Total	1,497	1,607	1,979	1,976
FTE	2.3	2.3	3.3	3.3

Beginning of Workpaper
1HR008.000 - Executive Offices

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Category-Sub 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

Activity Description:

The Chief Executive Officer (CEO) and President & CFO provide executive leadership guidance, and strategic direction of the Company's mission, vision, and values. The CEO and President & CFO are responsible and accountable for SDG&E's overall performance. The Executive Offices executes the direction utility employees follow in providing safe and reliable service to customers. The CEO is the highest-ranking officer at SDG&E. Reporting directly to the CEO are the President & CFO, SVP & General Counsel, SVP of Customer Service & External Affairs, VP of People & Culture, VP of Electric Operations. The President & CFO directs the activities of the organization in accordance with policies, goals, and objectives established by the CEO. Reporting directly to the President & CFO are the SVP, CIO & Chief Digital Officer, SVP – State Government Affairs & CRO, VP – Operations Support, VP – Energy Innovation, VP – Controller & Chief Accounting Officer, VP – Energy Procurement & Sustainability.

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities. The increase in non-labor costs are due to travel expenses for the CEO and President & CFO not incurred due to Covid-19 restrictions, the anticipated hire of a Chief Operating Officer (COO), and executive assistant.

NSE - Base YR Rec

N/A

Summary of Results:

Г	In 2021\$ (000) Incurred Costs									
		Adjι	ısted-Recor	Adjusted-Forecast						
Years	2017	2018	2019	2020	2021	2022	2023	2024		
Labor	381	250	263	227	123	123	206	206		
Non-Labor	1,116	1,298	1,738	1,693	1,374	1,484	1,773	1,770		
NSE	0	0	0	0	0	0	0	0		
Total	1,497	1,548	2,001	1,920	1,498	1,607	1,979	1,976		
FTE	2.5	2.5	3.0	2.4	2.3	2.3	3.3	3.3		

PEOPLE AND CULTURE DEPARTMENT Area:

Witness: Alexandra G. Taylor J. Executive Offices Category: Category-Sub: 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs										
Forecas	t Method	Bas	Base Forecast			ast Adjust	ments	Adjus	ted-Forec	ast	
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Labor	Base YR Rec	123	123	123	0	83	83	123	206	206	
Non-Labor	Base YR Rec	1,374	1,374	1,374	110	399	396	1,484	1,773	1,770	
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0	
Tota	ıl	1,498	1,498	1,498	110	482	479	1,608	1,980	1,977	
FTE	Base YR Rec	2.3	2.3	2.3	0.0	1.0	1.0	2.3	3.3	3.3	

FIE	Base YR Rec	2.3	2.3	2.3	0.0	1.0	1.0	2.3	3.3	3.3
Forecast Adjus	tment Details:									
<u>Year</u>	Labo	<u>or</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>		Adj Tyr	<u>)e</u>	
2022		0	110	0	110	0.	0	1-Sided A	dj	
Explanation:	on 2019 travel but not limited	Travel expenses that were not incurred during 2021 due to the Covid-19 restrictions. Estimate is based on 2019 travel costs (total \$110k spent in 2019 between CEO & President). Travel expenses include, but not limited to, SDG&E's sustainability and decarbonization efforts that involve critical planning activities with CAISO, FERC, state legislators, and other IOUs.								
2022 Tota	l	0	110	0	110	0.	0			
2023		0	110	0	110	0.	0	1-Sided A	dj	
Explanation:	Estimate is bas expenses inclu	Continuation of travel expenses that were not incurred during 2021 due to the Covid-19 restrictions. Estimate is based on 2019 travel costs (total \$110k spent in 2019 between CEO & President). Travel expenses include, but not limited to, SDG&E's sustainability and decarbonization efforts that involve critical planning activities with CAISO, FERC, state legislators, and other IOUs.								
2023		0	286	0	286	0.	0	1-Sided A	dj	
Explanation:	Annual COO e 2023. Annual (•			•	• •			i n	
2023	8	33	0	0	83	1.	0	1-Sided A	dj	
Explanation:	Adding (1) Exe 2023 (1 FTE x		tant in 2023	3 to suppor	t the new Ch	ief Operatin	g Offic	er that is plann	ed for	
2023		0	3	0	3	0.	0	1-Sided A	dj	
Explanation:	. ,	(1) laptop and (2) monitors for new Executive Assistant. Total cost includes: \$2,400 lap top + \$520 for monitors (\$260 per monitor x 2 monitors).								
2023 Tota	l i	33	399	0	482	1.	0			
2024		0	110	0	110	0.	0	1-Sided A	dj	
Explanation:	Estimate is bas expenses inclu	Continuation of travel expenses that were not incurred during 2021 due to the Covid-19 restrictions. Estimate is based on 2019 travel costs (total \$110k spent in 2019 between CEO & President). Travel expenses include, but not limited to, SDG&E's sustainability and decarbonization efforts that involve critical planning activities with CAISO, FERC, state legislators, and other IOUs.								
2024		0	286	0	286	0.	0	1-Sided A	dj	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Category-Sub: 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

<u>Year</u>	Labor	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	FTE	Adj_Type
Explanation:	Continuation of annu be hired in 2023. Ann	•				port of a new COO to for non-labor.
2024	83	0	0	83	1.0	1-Sided Adj
Explanation:	Continuation of (1) E (1 FTE x \$83,000).	xecutive Assistant	from 2022 to	o support the n	ew Chief Oper	rating Officer from 2022
2024 Total	83	396	0	479	1.0	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Category-Sub: 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

Determination of Adjusted-Recorded (Incurred Costs):

	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
ecorded (Nominal \$)*					
Labor	1,039	1,287	156	494	107
Non-Labor	979	1,094	1,442	4,086	1,253
NSE	0	0	0	0	0
Total	2,019	2,381	1,598	4,580	1,360
FTE	4.3	4.5	2.6	2.9	2.0
ljustments (Nominal \$) *	*				
Labor	-742	-1,087	61	-301	0
Non-Labor	3	85	175	-2,515	121
NSE	0	0	0	0	0
Total	-739	-1,002	236	-2,817	121
FTE	-2.1	-2.2	0.0	-0.8	0.0
ecorded-Adjusted (Nomir	nal \$)				
Labor	297	200	217	193	107
Non-Labor	982	1,179	1,617	1,571	1,374
NSE	0	0	0	0	0
Total	1,279	1,379	1,834	1,763	1,481
FTE	2.2	2.3	2.6	2.1	2.0
cation & Sick (Nominal S	\$)				
Labor	44	30	31	27	16
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	44	30	31	27	16
FTE	0.3	0.2	0.4	0.3	0.3
scalation to 2021\$					
Labor	40	20	14	7	0
Non-Labor	134	119	121	122	0
NSE	0	0	0	0	0
Total	174	139	136	129	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Const	ant 2021\$)				
Labor	381	250	263	227	123
Non-Labor	1,116	1,298	1,738	1,693	1,374
NSE	0	0	0	0	0
Total	1,497	1,548	2,001	1,920	1,498
FTE	2.5	2.5	3.0	2.4	2.3

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Category-Sub: 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs									
	Years	2017	2018	2019	2020	2021			
Labor	_	-742	-1,087	61	-301	0			
Non-Labor		3	85	175	-2,515	121			
NSE		0	0	0	0	0			
	Total	-739	-1,002	236	-2,817	121			
FTE		-2.1	-2.2	0.0	-0.8	0.0			

Detail of Adjustments to Recorded:

Year		Labor	NLbr	NSE	FTE	Adi Type				
2017		0	0	0	-0.1	1-Sided Adj				
Explanation:		Incremental costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).								
2017		-383	-7	0	-1.0	1-Sided Adj				
Explanation:	Section 706, as en	Removing executive officer costs as defined under Resolution E-4963 pursuant to Public Utilities Code Section 706, as enacted by Senate Bill (SB) 901, which prohibits [SDG&E or SoCalGas], from recovering from ratepayers any annual salary, bonus, benefits, or other consideration of any value (compensation and benefits).								
2017		-359	-4	0	-1.0	1-Sided Adj				
Explanation:	Removing executive officer costs as defined under Resolution E-4963 pursuant to Public Utilities Code Section 706, as enacted by Senate Bill (SB) 901, which prohibits [SDG&E or SoCalGas], from recovering from ratepayers any annual salary, bonus, benefits, or other consideration of any value (compensation and benefits).									
2017		0	-102	0	0.0	1-Sided Adj				
Explanation:	Exclude the portion a charitable organized	•	•		_	legislation and as contributions to				
2017		0	115	0	0.0	CCTR Transf From 2200-2101.000				
Explanation:	Transfer SDG&E s portion of the non-lobbying portion of the AGA dues payment from 2200-2101 to 2100-0001.									
2017 Total		-742	3	0	-2.1					
2018		0	0	0	0.1	1-Sided Adj				
Evalenation	Incremental costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).									
Explanation:	Memorandum Acco		ica to be reques	sica for rece		Ta non Onto Galactiophile Event				

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Category-Sub: 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	Adj Type
Explanation:	Removing executive officer costs Section 706, as enacted by Sens from ratepayers any annual salabenefits).	ate Bill (SB) 901, w	hich prohib	its [SDG&E	or SoCalGas], from recovering
2018	-164	-11	0	-0.3	1-Sided Adj
Explanation:	Removing executive officer costs Section 706, as enacted by Sena from ratepayers any annual salar benefits).	ate Bill (SB) 901, w	hich prohib	its [SDG&E	or SoCalGas], from recovering
2018	-422	-7	0	-1.0	1-Sided Adj
Explanation:	Removing executive officer costs Section 706, as enacted by Sens from ratepayers any annual salabenefits).	ate Bill (SB) 901, w	hich prohib	its [SDG&E	or SoCalGas], from recovering
2018	0	-1	0	0.0	1-Sided Adj
Explanation:	Payments to Chambers of Comm	nerce, Dues paid t	o Chambers	of Commer	ce are not included in the GRC.
2018	0	124	0	0.0	CCTR Transf From 2200-2101.000
Explanation:	Transfer SDG&E s portion of the	non-lobbying port	ion of the A	GA dues pay	ment from 2200-2101 to
	2100-0001.				
2018 Total		85	0	-2.2	
2018 Total 2019		85 22	0	-2.2 0.1	1-Sided Adj
2019	-1,087	22 s as defined under ate Bill (SB) 901, w	0 Resolution hich prohib	0.1 E-4963 purs its [SDG&E (suant to Public Utilities Code or SoCalGas], from recovering
	-1,087 21 Removing executive officer costs Section 706, as enacted by Sena from ratepayers any annual salar	22 s as defined under ate Bill (SB) 901, w	0 Resolution hich prohib	0.1 E-4963 purs its [SDG&E (suant to Public Utilities Code or SoCalGas], from recovering
2019 Explanation:	-1,087 21 Removing executive officer costs Section 706, as enacted by Sena from ratepayers any annual salar benefits).	22 s as defined under ate Bill (SB) 901, way, bonus, benefits 22 s as defined under ate Bill (SB) 901, was defined under ate Bill (SB) 901, was defined under	0 Resolution hich prohib , or other co 0 Resolution hich prohib	0.1 E-4963 pursits [SDG&E onsideration 0.1 E-4963 pursits [SDG&E o	suant to Public Utilities Code or SoCalGas], from recovering of any value (compensation and 1-Sided Adj suant to Public Utilities Code or SoCalGas], from recovering
2019 Explanation: 2019	21 Removing executive officer costs Section 706, as enacted by Sena from ratepayers any annual salar benefits). 22 Removing executive officer costs Section 706, as enacted by Sena from ratepayers any annual salar	22 s as defined under ate Bill (SB) 901, way, bonus, benefits 22 s as defined under ate Bill (SB) 901, was defined under ate Bill (SB) 901, was defined under	0 Resolution hich prohib , or other co 0 Resolution hich prohib	0.1 E-4963 pursits [SDG&E onsideration 0.1 E-4963 pursits [SDG&E o	suant to Public Utilities Code or SoCalGas], from recovering of any value (compensation and 1-Sided Adj suant to Public Utilities Code or SoCalGas], from recovering
2019 Explanation: 2019 Explanation:	21 Removing executive officer costs Section 706, as enacted by Sens from ratepayers any annual salar benefits). 22 Removing executive officer costs Section 706, as enacted by Sens from ratepayers any annual salar benefits).	22 s as defined under ate Bill (SB) 901, where the Bill (SB) 901, where	0 Resolution hich prohib , or other co Resolution hich prohib , or other co 0 Resolution /hich prohib	0.1 E-4963 pursits [SDG&E onsideration 0.1 E-4963 pursits [SDG&E onsideration 0.1 E-4963 pursits [SDG&E onsideration	suant to Public Utilities Code or SoCalGas], from recovering of any value (compensation and 1-Sided Adj suant to Public Utilities Code or SoCalGas], from recovering of any value (compensation and 1-Sided Adj suant to Public Utilities Code or SoCalGas], from recovering
2019 Explanation: 2019 Explanation:	21 Removing executive officer costs Section 706, as enacted by Sena from ratepayers any annual salar benefits). 22 Removing executive officer costs Section 706, as enacted by Sena from ratepayers any annual salar benefits). 18 Removing executive officer costs Section 706, as enacted by Sena from ratepayers any annual salar benefits of the section 706, as enacted by Sena from ratepayers any annual salar from ratepayers any a	22 s as defined under ate Bill (SB) 901, where the Bill (SB) 901, where	0 Resolution hich prohib , or other co Resolution hich prohib , or other co 0 Resolution /hich prohib	0.1 E-4963 pursits [SDG&E onsideration 0.1 E-4963 pursits [SDG&E onsideration 0.1 E-4963 pursits [SDG&E onsideration	suant to Public Utilities Code or SoCalGas], from recovering of any value (compensation and 1-Sided Adj suant to Public Utilities Code or SoCalGas], from recovering of any value (compensation and 1-Sided Adj suant to Public Utilities Code or SoCalGas], from recovering

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Category-Sub: 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	Adj Type
2019	0	133	0	0.0	CCTR Transf From 2200-2101.000
Explanation:	Transfer SDG&E s portion of th 2100-0001.	e non-lobbying por	tion of the AC	GA dues pa	yment from 2200-2101 to
2019	0	0	0	-0.1	1-Sided Adj
Explanation:	Exclude union salary amount th	at doesn't belong i	n this cost ce	nter.	
2019	0	0	0	-0.1	1-Sided Adj
Explanation:	Exclude union salary amount th	at doesn't belong i	n this cost ce	nter.	
2019	0	0	0	-0.1	1-Sided Adj
Explanation:	Exclude union salary amount th	at doesn't belong i	n this cost ce	nter.	
2019	0	-2	0	0.0	1-Sided Adj
Explanation:	Exclude non-recurring consulting	g expenses.			
2019 Total	61	175	0	0.0	
2020	0	-1	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related cos Catastrophic Event Memorandu	•	-	uested for r	ecovery through a non-GRC
2020	0	-1	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related cos Catastrophic Event Memorandu	•	-	uested for r	ecovery through a non-GRC
2020	0	-1	0	0.0	1-Sided Adj
Explanation:	Incremental COVID-related cos Catastrophic Event Memorandu	•		uested for r	ecovery through a non-GRC
2020	-45	-8	0	-0.1	1-Sided Adj
Explanation:	Removing executive officer cos Section 706, as enacted by Ser from ratepayers any annual sala benefits).	nate Bill (SB) 901,	which prohibi	ts [SDG&E	
2020	-45	-8	0	-0.1	1-Sided Adj
Explanation:	Removing executive officer cos Section 706, as enacted by Ser from ratepayers any annual sala benefits).	nate Bill (SB) 901,	which prohibi	ts [SDG&E	
2020	-210	-8	0	-0.5	1-Sided Adj
Explanation:	Removing executive officer cos Section 706, as enacted by Ser from ratepayers any annual sala benefits).	nate Bill (SB) 901,	which prohibi	ts [SDG&E	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Category-Sub: 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

V			All ba	NOT		A di Tomo
<u>Year</u>	<u>.</u>	<u>_abor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	Adj Type
2020		-1	0	0	-0.1	1-Sided Adj
Explanation:	Exclude union salary	amount that	doesn't belong i	n this cost ce	enter.	
2020		0	-2,591	0	0.0	1-Sided Adj
Explanation:	Exclude non-recurring	g consulting	expenses.			
2020		0	101	0	0.0	CCTR Transf From 2200-2101.000
Explanation:	Transfer SDG&E s p 2100-0001.	ortion of the r	non-lobbying por	tion of the A0	GA dues pay	ment from 2200-2101 to
2020 Total		-301	-2,515	0	-0.8	
2021		0	-1	0	0.0	1-Sided Adj
Explanation:	Incremental COVID- Catastrophic Event N		•	•	uested for re	ecovery through a non-GRC
2021		0	-1	0	0.0	1-Sided Adj
Explanation:	Incremental COVID- Catastrophic Event N			-	uested for re	ecovery through a non-GRC
2021		0	123	0	0.0	CCTR Transf From 2200-2101.000
Explanation:	Transfer SDG&E s p 2100-0001.	ortion of the r	non-lobbying por	tion of the A0	GA dues pay	ment from 2200-2101 to
2021 Total		0	121	0	0.0	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: J. Executive Offices
Category-Sub: 1. Executive Offices

Workpaper: 1HR008.000 - Executive Offices

RAMP Item # 1

RAMP Activity

RAMP Chapter: SDG&E-Risk-8 Incident Involving an Employee

RAMP Line Item ID: C12

RAMP Line Item Name: Utilizing OSHA and Industry Best Practices and Industry Benchmarking

Tranche(/s): Tranche1: N/A

GRC Forecast Cost Estimates (\$000)

	2021 Historical Embedded Cost	2022 Forecast	2023 Forecast	2024 Forecast	2024 RAMP Ra (2020 Incu	ange
	(2021 \$)	(2021 \$)	(2021 \$)	(2021 \$)	Low	High
Tranche 1 Cost Estimate	915	915	915	915	688	808

Cost Estimate Changes from RAMP:

GRC forecast is outside the RAMP range due to forecast updates.

	2021 Historical	2022	2023	2024	2024 R	AMP
Unit of	Embedded	Forecast	Forecast	Forecast	Range Activities	
Measure	Activities	Activities	Activities	Activities	Low	High
Tranche 1 # of Member Fee	2.00	2.00	2.00	2.00	703.00	808.00

Work Unit Changes from RAMP:

Change the unit from membership fees to number of memberships

D:-I-	CI	Efficiency	
KICK	Shenn	ETTICIONCV	IRSEL

	GRC RSE	RAMP RSE	
Tranche 1	0.000	0.000	_

RSE Changes from RAMP:

TBD

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Summary of Shared Services Workpapers:

Description

A. ECS, Drug & Alcohol, and Wellness

B. People Research

Total

In 2021 \$ (000) Incurred Costs								
Adjusted- Recorded	Adjusted-Forecast							
2021	2022	2023	2024					
1,663	1,707	1,707	1,800					
165	169	169	169					
1,828	1,876	1,876	1,969					

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Cost Center: VARIOUS

Summary for Category: A. ECS, Drug & Alcohol, and Wellness

	In 2021\$ (000) Incurred Costs					
	Adjusted-Recorded		Adjusted-Forecast			
	2021	2022	2023	2024		
Labor	1,102	1,140	1,140	1,205		
Non-Labor	560	566	566	594		
NSE	0	0	0	0		
Total	1,662	1,706	1,706	1,799		
FTE	12.6	13.1	13.1	14.1		
Cost Centers belongin	g to this Category:					
2100-3505.000 Emplo	yee Care Services					
Labor	891	891	891	891		
Non-Labor	469	469	469	491		
NSE	0	0	0	0		
Total	1,360	1,360	1,360	1,382		
FTE	10.2	10.2	10.2	10.2		
2100-3414.000 Drug a	and Alcohol Testing Program					
Labor	95	133	133	133		
Non-Labor	81	87	87	87		
NSE	0	0	0	0		
Total	176	220	220	220		
FTE	1.3	1.8	1.8	1.8		
2100-3506.000 Wellne	ess Programs					
Labor	116	116	116	181		
Non-Labor	10	10	10	16		
NSE	0	0	0	0		
Total	126	126	126	197		
FTE	1.1	1.1	1.1	2.1		

Beginning of Workpaper 2100-3505.000 - Employee Care Services

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub 1. Employee Care Services

Cost Center: 2100-3505.000 - Employee Care Services

Activity Description:

Employee Care Services (ECS) is responsible for managing and administering the Workers' Compensation Programs, short-term disability, Long-Term Disability (LTD), total disability under the pension plan, and leave and return to work programs.

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

NSE - Base YR Rec

IN/A

Summary of Results:

	In 2021\$ (000) Incurred Costs							
		Adju	ısted-Recor	ded		Adjusted-Forecast		
Years	2017	2018	2019	2020	2021	2022	2023	2024
Labor	752	701	772	849	891	891	891	891
Non-Labor	81	83	272	324	469	470	470	492
NSE	0	0	0	0	0	0	0	0
Total	832	784	1,045	1,173	1,360	1,361	1,361	1,383
FTE	8.9	8.2	8.4	9.1	10.2	10.2	10.2	10.2

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub: 1. Employee Care Services

Cost Center: 2100-3505.000 - Employee Care Services

Cost Center Allocations (Incurred Costs):

Directly Retained
Directly Allocated
Subj. To % Alloc.
Total Incurred
% Allocation
Retained
SEU
CORP

Unreg

	2021 Adjusted-Recorded					2022 Adj	usted-For	ecast	
Labor	Non-Labor	NSE	Total	FTE	Labor	Non-Labor	NSE	Total	FTE
9	3	0	12	0.1	9	3	0	12	0.1
0	0	0	0	0.0	0	0	0	0	0.0
881	467	0	1,348	10.1	882	467	0	1,349	10.1
890	470	0	1,360	10.2	891	470	0	1,361	10.2
92.92%	92.92%				92.92%	92.92%			
0.00%	0.00%				0.00%	0.00%			
4.15%	4.15%				4.15%	4.15%			
2.93%	2.93%				2.93%	2.93%			

Directly Retained
Directly Allocated
Subj. To % Alloc.
Total Incurred
% Allocation
Retained
SEU
CORP
Unreg

	2023 Adju	sted-Fore	cast			2024 Adjı	sted-Fore	cast	
Labor	Non-Labor	NSE	Total	FTE	Labor	Non-Labor	NSE	Total	FTE
9	3	0	12	0.1	9	3	0	12	0.1
0	0	0	0	0.0	0	0	0	0	0.0
882	467	0	1,349	10.1	882	489	0	1,371	10.1
891	470	0	1,361	10.2	891	492	0	1,383	10.2
92.92%	92.92%				92.92%	92.92%			
0.00%	0.00%				0.00%	0.00%			
4.15%	4.15%				4.15%	4.15%			
2.93%	2.93%				2.93%	2.93%			

Cost Center Allocation Percentage Drivers/Methodology:

Cost Center Allocation Percentage for 2021

FTE's Benefitted

Cost Center Allocation Percentage for 2022

FTE's Benefitted

Cost Center Allocation Percentage for 2023

FTE's Benefitted

Cost Center Allocation Percentage for 2024

FTE's Benefitted

PEOPLE AND CULTURE DEPARTMENT Area:

Witness: Alexandra G. Taylor

A. ECS, Drug & Alcohol, and Wellness Category:

Category-Sub: 1. Employee Care Services

Cost Center: 2100-3505.000 - Employee Care Services

Summary of Adjustments to Forecast:

			In 202	1 \$(000) li	ncurred Co	sts					
Forecast	Forecast Method		Base Forecast			Forecast Adjustments			Adjusted-Forecast		
Years	5	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Labor	Base YR Rec	891	891	891	0	0	0	891	891	891	
Non-Labor	Base YR Rec	469	469	469	0	0	22	469	469	491	
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0	
Tota	ı	1,360	1,360	1,360	0	0	22	1,360	1,360	1,382	
FTE	Base YR Rec	10.2	10.2	10.2	0.0	0.0	0.0	10.2	10.2	10.2	

Forecast Adjustr	nent Details:									
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Type				
2022 Total	0	0	0	0	0.0					
2023 Total	0	0	0	0	0.0					
2024	0	22	0	22	0.0	1-Sided Adj				
Explanation:	New technology to replace the aging Employee Care Services claims system. \$58,000 was spent on the current iVos system for SDG&E-related claims. The new system will cost \$80,000 per year for SDG&E-related claims, which is \$22,000 above-and-beyond the amount spent in 2021.									

2024 Total 22 0.0

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub: 1. Employee Care Services

Cost Center: 2100-3505.000 - Employee Care Services

Determination of Adjusted-Recorded (Incurred Costs):

retermination of Aujusteu-P	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	594	563	640	716	776
Non-Labor	73	77	258	377	768
NSE	0	0	0	0	0
Total	667	640	898	1,093	1,543
FTE	7.6	7.0	7.2	8.0	8.8
Adjustments (Nominal \$) **					
Labor	0	0	0	-2	-1
Non-Labor	0	0	0	-66	-298
NSE	0	0	0	0	0
Total	0	0	0	-68	-300
FTE	0.0	0.0	0.0	-0.1	-0.1
Recorded-Adjusted (Nominal	\$)				
Labor	594	563	640	714	774
Non-Labor	73	77	258	311	469
NSE	0	0	0	0	0
Total	667	640	898	1,025	1,244
FTE	7.6	7.0	7.2	7.8	8.7
/acation & Sick (Nominal \$)					
Labor	88	85	92	101	116
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	88	85	92	101	116
FTE	1.3	1.2	1.2	1.3	1.5
Escalation to 2021\$					
Labor	70	52	41	34	0
Non-Labor	7	6	14	13	0
NSE	0	0	0	0	0
Total	77	58	55	47	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Constan	t 2021\$)				
Labor	752	701	772	849	891
Non-Labor	81	83	272	324	469
NSE	0	0	0	0	0
Total	832	784	1,045	1,173	1,360
FTE	8.9	8.2	8.4	9.1	10.2

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub: 1. Employee Care Services

Cost Center: 2100-3505.000 - Employee Care Services

Summary of Adjustments to Recorded:

	In Nominal \$ (000) Incurred Costs											
	Years	2017	2018	2019	2020	2021						
Labor		0	0	0	-2	-1						
Non-Labor		0	0	0	-66	-298						
NSE		0	0	0	0	0						
	Total	0	0	0 -	-68	-300						
FTE		0.0	0.0	0.0	-0.1	-0.1						

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>FTE</u>	Adj Type	
2017 Total	0	0	0	0.0		
2018 Total	0	0	0	0.0		
2019 Total	0	0	0	0.0		
2020	-2	-66	0	-0.1	1-Sided Adj	
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC	
2020 Total	-2	-66	0	-0.1		
2021	-1	-298	0	-0.1	1-Sided Adj	
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC	
2021 Total	-1	-298	0	-0.1		

Beginning of Workpaper 2100-3414.000 - Drug and Alcohol Testing Program

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness
Category-Sub 2. Drug and Alcohol Testing Program

Cost Center: 2100-3414.000 - Drug and Alcohol Testing Program

Activity Description:

The administration of this testing program includes management and oversight of all pre-employment, random, and other required drug and alcohol testing of employees in safety-sensitive positions under the Department of Transportation (DOT) regulations. In 2021, 1680 tests were administered.

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

NSE - Base YR Rec

IN/A

Summary of Results:

		In 2021\$ (000) Incurred Costs									
		Adju	ısted-Recor	ded		Ad	cast				
Years	2017	2018	2019	2020	2021	2022	2023	2024			
Labor	452	429	408	68	95	133	133	133			
Non-Labor	170	173	211	117	81	87	87	87			
NSE	0	0	0	0	0	0	0	0			
Total	622	602	618	185	176	220	220	220			
FTE	3.9	3.6	3.5	0.9	1.3	1.8	1.8	1.8			

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness
Category-Sub: 2. Drug and Alcohol Testing Program

Cost Center: 2100-3414.000 - Drug and Alcohol Testing Program

Cost Center Allocations (Incurred Costs):

Directly Retained
Directly Allocated
Subj. To % Alloc.
Total Incurred
% Allocation
Retained
SEU
CORP
Unreg

	2021 Adju	sted-Reco	rded			2022 Adju	usted-Fore	cast	
Labor	Non-Labor	NSE	Total	FTE	Labor	Non-Labor	NSE	Total	FTE
0	81	0	81	0.0	0	81	0	81	0.0
0	0	0	0	0.0	0	0	0	0	0.0
95	0	0	95	1.3	133	6	0	139	1.8
95	81	0	176	1.3	133	87	0	220	1.8
98.93%	98.93%				98.93%	98.93%			
0.00%	0.00%				0.00%	0.00%			
1.07%	1.07%				1.07%	1.07%			
0.00%	0.00%				0.00%	0.00%			

Directly Retained
Directly Allocated
Subj. To % Alloc.
Total Incurred
% Allocation
Retained
SEU
CORP
Unreg

	2023 Adju	sted-Fore	cast			2024 Adjı	sted-Fore	cast	
Labor	Non-Labor	NSE	Total	FTE	Labor	Non-Labor	NSE	Total	FTE
0	81	0	81	0.0	0	81	0	81	0.0
0	0	0	0	0.0	0	0	0	0	0.0
133	6	0	139	1.8	133	6	0	139	1.8
133	87	0	220	1.8	133	87	0	220	1.8
98.93%	98.93%				98.93%	98.93%			
0.00%	0.00%				0.00%	0.00%			
1.07%	1.07%				1.07%	1.07%			
0.00%	0.00%				0.00%	0.00%			

Cost Center Allocation Percentage Drivers/Methodology:

Cost Center Allocation Percentage for 2021

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2022

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2023

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2024

C/Y Budgeted Activities

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness
Category-Sub: 2. Drug and Alcohol Testing Program

Cost Center: 2100-3414.000 - Drug and Alcohol Testing Program

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs												
Forecas	t Method	Base Forecast			Forecast Adjustments			Adjusted-Forecast					
Years	s	2022	2023	2024	2022	2023	2024	2022	2023	2024			
Labor	Base YR Rec	95	95	95	38	38	38	133	133	133			
Non-Labor	Base YR Rec	81	81	81	6	6	6	87	87	87			
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0			
Tota	ıl	176	176	176	44	44	44	220	220	220			
FTE	Base YR Rec	1.3	1.3	1.3	0.5	0.5	0.5	1.8	1.8	1.8			

Forecast Adjustr	ment Details:		•		•	
<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Type
2022	38	0	0	38	0.5	1-Sided Adj
Explanation:	Full-year funding of Dru Coordinator earned \$26	•	•		•	•
2022	0	6	0	6	0.0	1-Sided Adj
Explanation:	Certification, continuing employees. \$200 Desig education which include Alcohol conference which to these certifications, crestrictions.	nated Employer s online course ch includes conf	Representa s, industry se erence fees	tive (DER) ce eminars and v and related to	ertification. \$30 workshops. \$2 ravel expenses	0 for continuing 500 for Drug & c. The expenses related
2022 Total	38	6	0	44	0.5	
2023	38	0	0	38	0.5	1-Sided Adj
Explanation:	Continuation of funding 2021. Drug & Alcohol P remaining amount is \$3	rogram Coordin	•	•	•	-
2023	0	6	0	6	0.0	1-Sided Adj
Explanation:	Continuation of funding Alcohol Program emplo continuing education wh Drug & Alcohol conference related to these certifications.	yees. \$200 Des nich includes on nce which includ	ignated Emp line courses, des conferen	oloyer Repres , industry sem ce fees and r	entative (DER) ninars and work elated travel e	certification. \$300 for kshops. \$2,500 for kpenses. The expenses
2023 Total	38	6	0	44	0.5	
2024	38	0	0	38	0.5	1-Sided Adj
Explanation:	Continuation of funding 2021. Drug & Alcohol P remaining amount is \$3	rogram Coordin	•	•	_	•
2024	0	6	0	6	0.0	1-Sided Adj

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness
Category-Sub: 2. Drug and Alcohol Testing Program

Cost Center: 2100-3414.000 - Drug and Alcohol Testing Program

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	<u>Total</u>	FTE	Adj_Type
Explanation:	Continuation of funding fo Alcohol Program employe continuing education whice Drug & Alcohol conference related to these certification Covid restrictions.	es. \$200 De h includes o e which incl	esignated Emponline courses udes conferer	ployer Represe s, industry semi nce fees and re	entative (DER) o nars and works elated travel exp	ertification. \$300 for hops. \$2,500 for enses. The expenses
2024 Total	38	6	0	44	0.5	

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness
Category-Sub: 2. Drug and Alcohol Testing Program

Cost Center: 2100-3414.000 - Drug and Alcohol Testing Program

Determination of Adjusted-Recorded (Incurred Costs):

retermination of Aujusteu-r	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	357	345	338	58	82
Non-Labor	154	160	200	113	82
NSE	0	0	0	0	0
Total	511	505	538	170	164
FTE	3.3	3.1	3.0	0.8	1.1
djustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	-1	0
NSE	0	0	0	0	0
Total	0	0	0	-1	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Nomina	I \$)				
Labor	357	345	338	58	82
Non-Labor	154	160	200	112	81
NSE	0	0	0	0	0
Total	511	505	538	170	164
FTE	3.3	3.1	3.0	0.8	1.1
acation & Sick (Nominal \$)					
Labor	53	52	48	8	12
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	53	52	48	8	12
FTE	0.6	0.5	0.5	0.1	0.2
scalation to 2021\$					
Labor	42	32	21	3	0
Non-Labor	16	13	11	5	0
NSE	0	0	0	0 	0
Total	58	45	33	7	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Constar	nt 2021\$)				
Labor	452	429	408	68	95
Non-Labor	170	173	211	117	81
NSE	0	0	0	0	0
Total	622	602	618	185	176
FTE	3.9	3.6	3.5	0.9	1.3

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness
Category-Sub: 2. Drug and Alcohol Testing Program

Cost Center: 2100-3414.000 - Drug and Alcohol Testing Program

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs							
	Years	2017	2018	2019	2020	2021	
Labor		0	0	0	0	0	
Non-Labor		0	0	0	-0.776	-0.350	
NSE		0	0	0	0	0	
	Total		0 -	0 -	-0.776	-0.350	
FTE		0.0	0.0	0.0	0.0	0.0	

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	FTE	Adj Type		
2017 Total	0	0	0	0.0			
2018 Total	0	0	0	0.0			
2019 Total	0	0	0	0.0			
2020	0	-1	0	0.0	1-Sided Adj		
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).						
2020 Total	0	-1	0	0.0			
2021	0	0	0	0.0	1-Sided Adj		
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).						
2021 Total	0	0	0	0.0			

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness
Category-Sub: 2. Drug and Alcohol Testing Program

Cost Center: 2100-3414.000 - Drug and Alcohol Testing Program

RAMP Item # 1

RAMP Activity

RAMP Chapter: SDG&E-Risk-8 Incident Involving an Employee

RAMP Line Item ID: C02

RAMP Line Item Name: Drug & Alcohol Testing Program

Tranche(/s): Tranche1: N/A

GRC Forecast Cost Estima	<u>tes (\$000)</u>					
	2021 Historical Embedded Cost	2022 Forecast	2023 Forecast	2024 Forecast	2024 RAMP R (2020 Inc	ange
	(2021 \$)	(2021 \$)	(2021 \$)	(2021 \$)	Low	High
Tranche 1 Cost Estimate	81	125	125	125	171	208

Cost Estimate Changes from RAMP:

GRC Forecast is outside the RAMP range due to a change in scope.

GRC Work Unit/Activity Level Estimates										
Unit of Measure	2021 Historical Embedded Activities	2022 Forecast Activities	2023 Forecast Activities	2024 Forecast Activities	2024 R Range A Low					
Tranche 1 # of Tests Administered	1,680.00	2,100.00	2,625.00	3,281.00	1,704.00	1,960.00				
Work Unit Changes from RAM TBD	P :									

Risk Spend Efficiency (RSE)			
	GRC RSE	RAMP RSE	
Tranche 1	0.000	0.000	
RSE Changes from RAMP:			

Beginning of Workpaper 2100-3506.000 - Wellness Programs

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub 3. Wellness Programs

Cost Center: 2100-3506.000 - Wellness Programs

Activity Description:

Wellness Programs is responsible for managing and administering the Company's Employee Assistance Program (EAP), as well as assisting with sensitive HR-related issues associated with possible substance abuse or threats of workplace violence.

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

NSE - Base YR Rec

IN/A

Summary of Results:

		In 2021\$ (000) Incurred Costs									
		Adjι	ısted-Recor	Adjusted-Forecast							
Years	2017	2018	2019	2020	2021	2022	2023	2024			
Labor	251	261	257	94	116	116	116	181			
Non-Labor	35	103	38	8	10	10	10	16			
NSE	0	0	0	0	0	0	0	0			
Total	286	363	295	102	127	126	126	197			
FTE	2.1	2.1	2.0	1.0	1.1	1.1	1.1	2.1			

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub: 3. Wellness Programs

Cost Center: 2100-3506.000 - Wellness Programs

Cost Center Allocations (Incurred Costs):

Directly Retained
Directly Allocated
Subj. To % Alloc.
Total Incurred
% Allocation
Retained
SEU
CORP
Unreg

	2021 Adju	sted-Reco	rded			2022 Adjı	usted-Fore	ecast	
Labor	Non-Labor	NSE	Total	FTE	Labor	Non-Labor	NSE	Total	FTE
3	0	0	3	0.0	3	0	0	3	0.0
0	0	0	0	0.0	0	0	0	0	0.0
113	10	0	123	1.1	113	10	0	123	1.1
116	10	0	126	1.1	116	10	0	126	1.1
84.50%	84.50%				84.50%	84.50%			
0.00%	0.00%				0.00%	0.00%			
7.90%	7.90%				7.90%	7.90%			
7.60%	7.60%				7.60%	7.60%			

Directly Retained
Directly Allocated
Subj. To % Alloc.
Total Incurred
% Allocation
Retained
SEU
CORP

Unreg

	2023 Adju	sted-Fore	cast			2024 Adjı	sted-Fore	cast	
Labor	Non-Labor	NSE	Total	FTE	Labor	Non-Labor	NSE	Total	FTE
3	0	0	3	0.0	3	0	0	3	0.0
0	0	0	0	0.0	0	0	0	0	0.0
113	10	0	123	1.1	178	16	0	194	2.1
116	10	0	126	1.1	181	16	0	197	2.1
84.50%	84.50%				84.50%	84.50%			
0.00%	0.00%				0.00%	0.00%			
7.90%	7.90%				7.90%	7.90%			
7.60%	7.60%				7.60%	7.60%			

Cost Center Allocation Percentage Drivers/Methodology:

Cost Center Allocation Percentage for 2021

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2022

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2023

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2024

C/Y Budgeted Activities

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub: 3. Wellness Programs

Cost Center: 2100-3506.000 - Wellness Programs

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs											
Forecast	t Method	Base Forecast			Forec	Forecast Adjustments			Adjusted-Forecast			
Years	5	2022	2023	2024	2022	2023	2024	2022	2023	2024		
Labor	Base YR Rec	116	116	116	0	0	65	116	116	181		
Non-Labor	Base YR Rec	10	10	10	0	0	6	10	10	16		
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0		
Tota	I	127	127	127	0	0	71	127	127	198		
FTE	Base YR Rec	1.1	1.1	1.1	0.0	0.0	1.0	1.1	1.1	2.1		

Forecast Adjustment Details:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE	<u>Total</u>	<u>FTE</u>	Adj Type
2022 Total	0	0	0	0	0.0	
2023 Total	0	0	0	0	0.0	
2024	65	6	0	71	1.0	1-Sided Adj

Explanation: Labor: Adding (1) Wellness Programs Coordinator in 2024 to provide support for the increased

demands for wellness services (1 FTE x \$65,000).

Non Labor: (1) laptop and (2) monitors for new Wellness Programs Coordinator. Total cost includes:

\$2,400 lap top + \$520 for monitors (\$260 per monitor x 2 monitors).

Non-Labor: Annual training, certifications and conferences for the new Wellness Programs Coordinator

to be hired in 2024.

2024 Total 65 6 0 71 1.0

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub: 3. Wellness Programs

Cost Center: 2100-3506.000 - Wellness Programs

Determination of Adjusted-Recorded (Incurred Costs):

Determination of Aujusteu-N	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	198	210	213	79	101
Non-Labor	32	95	36	39	2
NSE	0	0	0	0	0
Total	230	305	249	118	103
FTE	1.8	1.8	1.7	0.9	1.0
Adjustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	-32	9
NSE	0	0	0	0	0
Total	0	0	0	-32	9
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Nominal	\$)				
Labor	198	210	213	79	101
Non-Labor	32	95	36	8	10
NSE	0	0	0	0	0
Total	230	305	249	86	112
FTE	1.8	1.8	1.7	0.9	0.9
/acation & Sick (Nominal \$)					
Labor	29	32	31	11	15
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	29	32	31	11	15
FTE	0.3	0.3	0.3	0.1	0.2
Escalation to 2021\$					
Labor	23	19	14	4	0
Non-Labor	3	8	2	0	0
NSE	0	0	0	0	0
Total	27	27	16	4	0
FTE	0.0	0.0	0.0	0.0	0.0
Recorded-Adjusted (Constant	t 2021\$)				
Labor	251	261	257	94	116
Non-Labor	35	103	38	8	10
NSE	0	0	0	0	0
Total	286	363	295	102	127
FTE	2.1	2.1	2.0	1.0	1.1

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub: 3. Wellness Programs

Cost Center: 2100-3506.000 - Wellness Programs

Summary of Adjustments to Recorded:

	In Nominal \$ (000) Incurred Costs										
	Years	2017	2018	2019	2020	2021					
Labor		0	0	0	0	0					
Non-Labor		0	0	0	-32	9					
NSE		0	0	0	0	0					
	Total		0 -	<u> </u>	-32	9					
FTE		0.0	0.0	0.0	0.0	0.0					

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	NSE.	FTE	<u>Adj Type</u>	
2017 Total	0	0	0	0.0		
2018 Total	0	0	0	0.0		
2019 Total	0	0	0	0.0		
2020	0	-32	0	0.0	1-Sided Adj	
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC	
2020 Total	0	-32	0	0.0		
2021	0	9	0	0.0	1-Sided Adj	
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC	
2021 Total	0	9	0	0.0		

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Category: A. ECS, Drug & Alcohol, and Wellness

Category-Sub: 3. Wellness Programs

Cost Center: 2100-3506.000 - Wellness Programs

RAMP Item # 1

RAMP Activity

RAMP Chapter: SDG&E-Risk-8 Incident Involving an Employee

RAMP Line Item ID: C07

RAMP Line Item Name: Employee Wellness Programs

Tranche(/s): Tranche1: Overall

GRC Forecast Cost Estimates (\$000)

	2021 Historical Embedded Cost (2021 \$)	2022 Forecast (2021 \$)	2023 Forecast	2024 Forecast	2024 RAMP Range (2020 Incurred \$)	
			(2021 \$)	(2021 \$)	Low	High
Tranche 1 Cost Estimate	105	105	105	176	733	888

Cost Estimate Changes from RAMP:

The GRC forecast is outside of the RAMP range due to forecast updates

GRC Work Unit/Activity Level Estimates

Unit of	2021 Historical Embedded	2022 Forecast	2023 Forecast	2024 Forecast	2024 RAMP Range Activities		
Measure	Activities	Activities	Activities	Activities	Low	High	
Tranche 1 # of Employees	4,673.00	4,940.00	5,137.00	5,394.00	4,400.00	4,800.00	

Work Unit Changes from RAMP:

The GRC forecast is outside of the RAMP range due to forecast updates

Risk Spend Efficiency (RSE)

	GRC RSE	RAMP RSE	
Tranche 1	0.000	0.000	

RSE Changes from RAMP:

General changes to risks scores or RSE values are primarily due to changes in the MAVF and RSE methodology, as discussed in the RAMP to GRC Integration testimony of R. Scott Pearson and Gregory S. Flores (Ex. SCG-03/SDG&E-03, Chapter 2)

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. People Research
Cost Center: 2100-3834.000

Summary for Category: B. People Research

		In 2021\$ (000) Incu	urred Costs					
	Adjusted-Recorded	Adjusted-Forecast						
	2021	2022	2023	2024				
Labor	163	163	163	163				
Non-Labor	3	7	7	7				
NSE	0	0	0	0				
Total	166	170	170	170				
FTE	1.0	1.0	1.0	1.0				

Cost Centers belonging to this Category:

21	nn.	.3834	በበበ	People	Research
4 1	vv.	-5054	.uuu	Leonie	17636alCII

Labor	163	163	163	163
Non-Labor	3	7	7	7
NSE	0	0	0	0
Total	166	170	170	170
FTE	1.0	1.0	1.0	1.0

Beginning of Workpaper 2100-3834.000 - People Research

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. People Research
Category-Sub 1. People Research

Cost Center: 2100-3834.000 - People Research

Activity Description:

Conducts research related to employee and HR issues for the Company, which includes selection validation and affirmative action/applicant flow statistical analysis, and supports the workforce planning efforts

Forecast Explanations:

Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

Non-Labor - Base YR Rec

Base year forecast methodology is most appropriate because base year recorded is the most accurate representation of the current and future structure of the organization and its related activities.

NSE - Base YR Rec

IN/A

Summary of Results:

[In 2021\$ (000) Incurred Costs											
		Adjı	ısted-Recor	Ad	justed-Fore	cast							
Years	2017	2018	2019	2020	2021	2022	2023	2024					
Labor	185	189	183	199	163	163	163	163					
Non-Labor	7	6	7	4	3	6	6	6					
NSE	0	0	0	0	0	0	0	0					
Total	192	195	190	203	165	169	169	169					
FTE	1.0	1.0	8.0	1.0	1.0	1.0	1.0	1.0					

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. People Research
Category-Sub: 1. People Research

Cost Center: 2100-3834.000 - People Research

Cost Center Allocations (Incurred Costs):

Directly Retained
Directly Allocated
Subj. To % Alloc.
Total Incurred
% Allocation
Retained
SEU
CORP

Unreg

	2021 Adju	sted-Reco	rded		2022 Adjusted-Forecast					
Labor	Non-Labor	NSE	Total	FTE	Labor	Non-Labor	NSE	Total	FTE	
0	1	0	1	0.0	0	1	0	1	0.0	
0	0	0	0	0.0	0	0	0	0	0.0	
163	1	0	164	1.0	163	5	0	168	1.0	
163	2	0	165	1.0	163	6	0	169	1.0	
90.00%	90.00%				90.00%	90.00%				
0.00%	0.00%				0.00%	0.00%				
10.00%	10.00%				10.00%	10.00%				
0.00%	0.00%				0.00%	0.00%				

Directly Retained
Directly Allocated
Subj. To % Alloc.
Total Incurred
% Allocation
Retained
SEU
CORP

Unreg

	2023 Adju	sted-Fore	cast		2024 Adjusted-Forecast					
Labor	Non-Labor	NSE	Total	FTE	Labor	Non-Labor	NSE	Total	FTE	
0	1	0	1	0.0	0	1	0	1	0.0	
0	0	0	0	0.0	0	0	0	0	0.0	
163	5	0	168	1.0	163	5	0	168	1.0	
163	6	0	169	1.0	163	6	0	169	1.0	
90.00%	90.00%				90.00%	90.00%				
0.00%	0.00%				0.00%	0.00%				
10.00%	10.00%				10.00%	10.00%				
0.00%	0.00%				0.00%	0.00%				

Cost Center Allocation Percentage Drivers/Methodology:

Cost Center Allocation Percentage for 2021

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2022

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2023

C/Y Budgeted Activities

Cost Center Allocation Percentage for 2024

C/Y Budgeted Activities

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. People Research
Category-Sub: 1. People Research

Cost Center: 2100-3834.000 - People Research

Summary of Adjustments to Forecast:

	In 2021 \$(000) Incurred Costs											
Forecast	t Method	Base Forecast			Forecast Adjustments			Adjusted-Forecast				
Years	5	2022	2023	2024	2022	2023	2024	2022	2023	2024		
Labor	Base YR Rec	163	163	163	0	0	0	163	163	163		
Non-Labor	Base YR Rec	3	3	3	4	4	4	7	7	7		
NSE	Base YR Rec	0	0	0	0	0	0	0	0	0		
Tota	I	165	165	165	4	4	4	169	169	169		
FTE	Base YR Rec	1.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	1.0		

Forecast Adjustment Details:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	<u>Total</u>	<u>FTE</u>	Adj Type	
2022	0	4	0	4	0.0	1-Sided Adj	

Explanation:

\$3,000 for SIOP conference and related travel expenses to provide the organization with the latest research and best practices. \$1,200 for annual ISAC business meeting in support of continued membership for selection and assessment programs to benchmark against other industries, companies, and academic institutions. These conferences/meetings were held virtually in 2021, eliminating travel costs and minimizing conference registration costs. The \$4,000 request is the amount above-and-beyond the 2021 amount spent for one employee (HR Research & Analysis Manager) to attend.

2022 Total	0	4	0	4	0.0	
2023	0	4	0	4	0.0	1-Sided Adj

Explanation:

Continuation of the \$3,000 for SIOP conference and related travel expenses to provide the organization with the latest

research and best practices. \$1,200 for annual ISAC business meeting in support of continued membership for selection and assessment programs to benchmark against other industries, companies, and academic institutions. These conferences/meetings were held virtually in 2021, eliminating travel costs and minimizing conference registration costs. The \$4,000 request is the amount above-and-beyond the 2021 amount spent for one employee (HR Research & Analysis Manager) to attend.

2023 Total	0	4	0	4	0.0	
2024	0	4	0	4	0.0	1-Sided Adj

Explanation:

Continuation of the \$3,000 for SIOP conference and related travel expenses to provide the organization

with the latest

research and best practices. \$1,200 for annual ISAC business meeting in support of continued membership for selection and assessment programs to benchmark against other industries, companies, and academic institutions. These conferences/meetings were held virtually in 2021, eliminating travel costs and minimizing conference registration costs. The \$4,000 request is the amount above-and-beyond the 2021 amount spent for one employee (HR Research & Analysis Manager) to attend.

2024 Total	0	4	0	4	0.0

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. People Research
Category-Sub: 1. People Research

Cost Center: 2100-3834.000 - People Research

Determination of Adjusted-Recorded (Incurred Costs):

retermination of Aujusteu-i	2017 (\$000)	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)
Recorded (Nominal \$)*					
Labor	146	152	152	167	142
Non-Labor	7	6	7	4	3
NSE	0	0	0	0	0
Total	153	158	158	171	144
FTE	0.9	0.9	0.8	0.9	0.9
djustments (Nominal \$) **					
Labor	0	0	0	0	0
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	0	0	0	0	0
FTE	0.0	0.0	-0.1	0.0	0.0
Recorded-Adjusted (Nomina	I \$)				
Labor	146	152	151	167	142
Non-Labor	7	6	7	4	3
NSE	0	0	0	0	0
Total	153	158	158	171	144
FTE	0.9	0.9	0.7	0.9	0.9
acation & Sick (Nominal \$)					
Labor	22	23	22	24	21
Non-Labor	0	0	0	0	0
NSE	0	0	0	0	0
Total	22	23	22	24	21
FTE	0.1	0.1	0.1	0.1	0.1
scalation to 2021\$					
Labor	17	14	10	8	0
Non-Labor	1	0	0	0	0
NSE	0	0	0	0	0
Total	18	15	10	8	0
FTE	0.0	0.0	0.0	0.0	0.0
ecorded-Adjusted (Constar	nt 2021\$)				
Labor	185	189	183	199	163
Non-Labor	7	6	7	4	3
NSE	0	0	0	0	0
Total	192	195	190	203	165
FTE	1.0	1.0	0.8	1.0	1.0

^{*} After company-wide exclusions of Non-GRC costs

^{**} Refer to "Detail of Adjustments to Recorded" page for line item adjustments

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor
Category: B. People Research
Category-Sub: 1. People Research

Cost Center: 2100-3834.000 - People Research

Summary of Adjustments to Recorded:

In Nominal \$ (000) Incurred Costs							
	Years	2017	2018	2019	2020	2021	
Labor		0	0	-0.015	0	0	
Non-Labor		0	0	0	-0.250	-0.350	
NSE		0	0	0	0	0	
	Total		0	-0.015	-0.250	-0.350	
FTE		0.0	0.0	-0.1	0.0	0.0	

Detail of Adjustments to Recorded:

<u>Year</u>	<u>Labor</u>	<u>NLbr</u>	<u>NSE</u>	FTE	Adj Type		
2017 Total	0	0	0	0.0			
2018 Total	0	0	0	0.0			
2019	0	0	0	-0.1	1-Sided Adj		
Explanation:	Exclude union salary amour	nt that doesn't belo	ong in this co	st center.			
2019 Total	0	0	0	-0.1			
2020	0	0	0	0.0	1-Sided Adj		
Explanation:	Incremental COVID-related Catastrophic Event Memora		•	requested f	or recovery through a non-GRC		
2020 Total	0	0	0	0.0			
2021	0	0	0	0.0	1-Sided Adj		
Explanation:	Incremental COVID-related costs that are anticipated to be requested for recovery through a non-GRC Catastrophic Event Memorandum Account (CEMA).						
2021 Total	0	0	0	0.0			

Area: PEOPLE AND CULTURE DEPARTMENT

Witness: Alexandra G. Taylor

Appendix A: List of Non-Shared Cost Centers

Cost Center	Sub	<u>Description</u>
2100-0001	000	President SDGE
2100-0002	000	Chairman and CEO
2100-0219	000	CHIEF DEVELOPMENT OFFICER
2100-0279	000	HUMAN RESOURCES VP & STAFF
2100-0283	000	EMPLOYEE DEVELOPMENT SOUTH
2100-0284	000	DIR LABOR & BUSINESS PARTNER
2100-0363	000	RELOCATION - SDGE
2100-0726	000	HR RESEARCH & ANALYSIS SDGE
2100-0741	000	WORKERS COMP & LTD
2100-3504	000	Workforce Planning & Diversity
2100-3508	000	HR WELLNESS & ECS
2100-3509	000	INSTRUCTIONAL DESIGN SOUTH
2100-3519	000	DISABILITY MANAGEMENT - LA - CSS
2100-3550	000	DISABILITY MANAGEMENT - LA - USS
2100-3552	000	ORGANIZATIONAL DEVELOPMENT SOUTH
2100-3553	000	HUMAN RESOURCES STAFFING - SD - USS
2100-3626	000	Chief Operating Officer - SDG&E
2100-3670	000	COO SDGE - NSS
2100-3679	000	ORGANIZATION EFFECTIVENESS DIRECTOR
2100-3694	000	WORKFORCE READINESS
2100-3830	000	HRIS TECHNOLOGY & REPORTING
2100-3833	000	Compensation
2100-3936	000	Bus Improvement & Process Optimization
2100-3958	000	CHIEF ENERGY DELIVERY OFFICER
2100-3959	000	Chief Energy Supply Officer
2100-4002	000	Diversity
2100-4015	000	EMPLOYEE DEVELOPMENT
2100-4016	000	HR DIVISION - SCG ADMIN
2100-4112	000	BUSINESS OPTIMIZATION
2100-4135	000	LABOR RELATIONS
2100-4136	000	HUMAN RESOURCES
2100-8959	000	WELFARE BEN-LT DISABILITY
2100-9517	000	SDG&E DMS Leave of Absence