

**2016 Risk Assessment Mitigation Phase
Investigation 16-10-016
Workpapers to
Workforce Planning
(Chapter SCG-7-WP)**

January 2017



2016 Risk Assessment Mitigation Phase
SCG-07-WP
Risk: Workforce Planning (O&M)

Line No.	Mitigation	Project/Program	Project/Program Description	Status	Recorded (Directs, 2015 \$000)					Forecast Range (Directs, 2015 \$000)						Forecast Methodology
					2011	2012	2013	2014	2015	2017 Low	2017 High	2018 Low	2018 High	2019 Low	2019 High	
1	Workforce Planning Tools and Templates	Organizational Capabilities Assessment Work	Development of organizational capabilities model including focus groups, executive interviews, gap analysis, competency modeling, and job analysis. This will help ensure that employees have the skills necessary to safely perform their jobs and will help close skills gaps	B/P	\$ -	\$ 71	\$ 63	\$ 109	\$ -	\$ 89	\$ 108	\$ 89	\$ 108	\$ 89	\$ 108	Zero-Based
2		Development of Workforce Planning Model	Initial development of workforce planning model and model revisions	B/P	-	71	23	25	33	214	259	198	239	201	243	Zero-Based
3		Identifying labor force gaps, develop staffing and develop plans and skills gaps assessment (survey results)	Results of survey questionnaire assessing Workforce Planning, training, and skills gap activities for 2011 - 2015, as well as identification of critical roles and future hiring challenges	B/P	955	995	1,320	1,888	2,201	2,191	2,883	2,191	2,883	2,191	2,883	Zero-Based
4	Workforce Planning Tools and Templates Subtotal				955	1,136	1,406	2,022	2,235	2,494	3,250	2,478	3,230	2,481	3,234	
5	Knowledge Transfer Tools and Processes	Implementation of Knowledge Management (KM) Program and KM Support	1) In 2012, targeted team selected to work on developing solutions to address our changing workforce, mainly retirements. 2) In 2014, KM Manager was hired, as a direct result of team recommendations. 3) In 2015, added a KM Advisor 4) Outside consultants came in to help define the KM program structure and support KM efforts in establishing strategy and structure	B/P	-	86	309	174	214	220	267	220	267	220	267	Zero-Based
6		KM Workshops and Communities of Practice	Includes: 1) Training provided to employees on KM best practices 2) Meetings conducted for KM champions across the organization 3) Time value for Communities of Practice development by core teams. Communities were developed as a mechanism to share/transfer knowledge in key areas of the company 4) Time value for all Knowledge Community participants	B/P	-	-	-	144	252	296	390	345	454	397	523	Trend
7		Measurement, Technology Development and Support of KM Technology	KM program support to work on measurement, and technology support of KM system. Initial focus will be on critical roles, and then expanding to all roles in support of a development of a learning culture. This will be a multi-year implementation	P						190	250	285	375	285	375	Zero-Based
8		KM System Implementation	Software to be used as a knowledge management tool that will be developed to be used by employees for knowledge sharing	P						143	188	38	50	38	50	Zero-Based
9	Knowledge Transfer Tools and Processes Subtotal				-	86	309	318	466	849	1,094	888	1,146	941	1,214	

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					2011	2012	2013	2014	2015	2017 Low	2017 High	2018 Low	2018 High	2019 Low	2019 High	
10	Training (i.e., Employee Development Solutions)	Essentials of Supervision (Eos) Revamp, Expansion and Participation	A curriculum offered to all new supervisors that includes compliance, safety, and performance management training	B/P	-	-	-	7	37	196	259	196	259	196	259	Zero-Based
11		Revamp/Redesign of Current Technical Training Using New and Emerging Technologies	Redesign of current training programs to include online modularized training for specific roles. The focus will be to modernize training by adding online learning, as appropriate	P						627	759	627	759	627	825	Zero-Based
12		Leadership Training Camp (LTC)	A 6 day, 3 phase leadership camp offered to employees that have been in leader role 1-3 years	B/P	736	538	734	781	1,303	1,238	1,498	1,238	1,498	1,238	1,498	Zero-Based
13		The Leadership Challenge (TLC)	A 2 day leadership program offered to senior managers	B/P	-	-	-	-	558	530	642	530	642	530	642	Zero-Based
14	Training Subtotal					736	538	734	788	2,591	3,158	2,591	3,158	2,591	3,224	
15	Training - Technical non-HR	Skills training covered by the following risks: Dig-Ins (SCG-01); Employee, Contractor, Customer and Public Safety (SCG-02); High Pressure Pipeline Failure (SCG-04); Records Management (SCG-08); and Medium Pressure Pipeline Failure (SCG-10) (NOTE: Overlapping Trainings Removed)	Locate & Mark Training	B	127	130	188	137	137	137	151	137	151	137	151	See Dig-Ins risk
16			Locate & Mark Operator Qualification	B	1	2	3	3	4	2	3	2	3	2	3	See Dig-Ins risk
17			Public Safety - Document Management and Communications of Gas Standards	B	100	100	100	100	100	90	110	90	110	90	110	See Employee, Contractor, Customer and Public Safety risk
18			Customer Service Representatives (CSR) Training - Handling Emergency Orders	B	56	58	59	61	63	60	78	60	78	57	78	See Employee, Contractor, Customer and Public Safety risk
19			CSR Training - Ergonomics	B	4	4	5	5	5	5	7	5	7	4	7	See Employee, Contractor, Customer and Public Safety risk
20			Development and Management of Formal Training Materials and Instructions is Performed by Customer Service Field Centralized Training	B	-	-	-	-	5,213	5,114	6,729	4,823	6,345	4,479	6,220	See Employee, Contractor, Customer and Public Safety risk
21			Meter Reader Training	B	-	-	-	-	538	231	304	231	304	219	304	See Employee, Contractor, Customer and Public Safety risk
22			Formal Skills Training - Distribution Employee Time	B	2,320	3,592	3,648	4,647	4,428	4,734	6,229	4,734	6,229	4,485	6,229	See Employee, Contractor, Customer and Public Safety risk
23			Formal Skills Training - Transmission Employee Time	B	233	284	433	437	416	445	585	445	585	421	585	See Employee, Contractor, Customer and Public Safety risk
24			Formal Skills Training - Storage Employee Time	B	199	157	131	276	275	294	386	294	386	278	386	See Employee, Contractor, Customer and Public Safety risk
25			Expand "Situation City"	P						367	448	391	510	417	510	See Employee, Contractor, Customer and Public Safety risk
26			Expand Skills Training Periods by 10% for Wellness & Fitness Training	P						-	-	-	1,129	924	1,129	See Employee, Contractor, Customer and Public Safety risk
27			Expand Courses with Smith System of Defensive Driving by One Day	P						-	-	-	192	157	192	See Employee, Contractor, Customer and Public Safety risk
28			Provide Smith Driving Training for 10% of Non-Smith Trained Employees who Drive Less Than 3,000 Miles per Year	P						-	-	-	131	108	131	See Employee, Contractor, Customer and Public Safety risk
29			Refresher Safety Training - CSR	B	24	24	25	26	27	24	29	24	29	24	29	See Employee, Contractor, Customer and Public Safety risk
30			Mandatory Refresher Training for Field Employees	B	-	-	-	-	3,608	4,145	5,066	4,062	4,965	3,981	4,865	See Employee, Contractor, Customer and Public Safety risk
31			Program Management for Operator Qualification Initial Qualifications and Recertifications	B	660	697	722	735	747	672	822	672	822	672	822	See Employee, Contractor, Customer and Public Safety risk

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Line No.	Mitigation	Project/Program	Project/Program Description	Status	Recorded (Directs, 2015 \$000)					Forecast Range (Directs, 2015 \$000)						Forecast Methodology
					2011	2012	2013	2014	2015	2017 Low	2017 High	2018 Low	2018 High	2019 Low	2019 High	
32			Annual Review of Standards	B	3,242	3,371	3,754	4,011	3,691	3,322	4,060	3,322	4,060	3,322	4,060	See Employee, Contractor, Customer and Public Safety risk
33			Environmental Refresher Training	B	4,381	4,505	4,632	4,763	772	695	849	695	849	695	849	See Employee, Contractor, Customer and Public Safety risk
34			Expand in Vehicle Instruction for all Driving Employees	P						205	251	253	309	1,806	2,208	See Employee, Contractor, Customer and Public Safety risk
35			Emergency Services Training	B	-	-	-	-	1,194	1,074	1,313	1,074	1,313	1,074	1,313	See Employee, Contractor, Customer and Public Safety risk
36			Safety Training	B	-	-	-	-	76	68	84	68	84	68	84	See Employee, Contractor, Customer and Public Safety risk
37			Dedicated Safety Positions to Support Customer Contact Center	B	123	126	130	134	137	124	151	124	151	124	151	See Employee, Contractor, Customer and Public Safety risk
38			Transmission Pipeline Technician Training	B	86	88	92	141	194	195	215	195	215	195	215	See High-Pressure Pipeline Failure risk
39			Transmission Pipeline Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	See High-Pressure Pipeline Failure risk
40			Transmission Welding Specialist Training	B	34	34	40	60	61	62	68	62	68	62	68	See High-Pressure Pipeline Failure risk
41			Transmission Cathodic Protection Specialist Training (and Senior)	B	1	1	1	1	1	1	1	1	1	1	1	See High-Pressure Pipeline Failure risk
42			Welding Non-Labor ¹	B	25	25	25	25	25	23	31	23	31	23	31	See High-Pressure Pipeline Failure risk
43			Distribution Construction Technician Training	B	57	83	110	95	96	97	107	97	107	97	107	See High-Pressure Pipeline Failure risk
44			Distribution Energy Technician Distribution Training	B	4	3	5	4	5	5	5	5	5	5	5	See High-Pressure Pipeline Failure risk
45			Distribution Lead Construction Technician Training	B	14	14	16	16	15	15	17	15	17	15	17	See High-Pressure Pipeline Failure risk
46			Distribution System Protection Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	See High-Pressure Pipeline Failure risk
47			Distribution Lead System Protection Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	See High-Pressure Pipeline Failure risk
48			Annual Required Employee Training on Records Management Policies and Procedures	B/P	31	34	37	41	44	574	1,723	574	1,723	574	1,723	See Records Management risk
49			Distribution Construction Technician Training	B	675	766	870	792	647	713	788	713	788	713	788	See Medium-Pressure Pipeline Failure risk
50			Distribution Energy Technician Training	B	205	184	271	232	260	219	242	219	242	219	242	See Medium-Pressure Pipeline Failure risk
51			Distribution Lead Construction Technician Training	B	246	259	458	449	319	333	368	333	368	333	368	See Medium-Pressure Pipeline Failure risk
52			Distribution System Protection Specialist Training	B	86	88	92	94	97	87	97	87	97	87	97	See Medium-Pressure Pipeline Failure risk
53			Distribution Lead System Protection Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	See Medium-Pressure Pipeline Failure risk
54		Management Technical Training	Proposed Development of Training Program to be Offered to All New Front Line Supervisors	P						363	439	363	439	363	439	Zero-Based
55	Training - Technical non-HR Subtotal				12,933	14,630	15,846	17,285	23,193	24,493	31,753	24,190	32,841	26,229	34,514	
56	Formal Succession Planning	Succession Planning	Time Value for All Employees who are Part of the Succession Planning Process	B/P	136	139	143	146	149	219	265	224	272	230	278	Trend
57	Formal Succession Planning Subtotal				136	139	143	146	149	219	265	224	272	230	278	
58	TOTAL ²				\$ 1,827	\$ 1,899	\$ 2,592	\$ 3,274	\$ 4,748	\$ 6,154	\$ 7,767	\$ 6,182	\$ 7,805	\$ 6,243	\$ 7,950	

Notes:

- Baseline (B) and Proposed (P).
- Numbers in risk chapter tables may differ due to rounding.
- The purpose of Risk Assessment Mitigation Phase (RAMP) is not to request funding. Any funding requests will be made in the General Rate Case (GRC). The forecasts for mitigations are not for funding purposes, but are rather to provide a range for the future GRC filing. This range will be refined with supporting testimony in the GRC.

¹ Controls/Mitigations for which numbers in risk chapter tables may differ due to calculation errors.

² The total cost does not include the O&M and capital cost of technical training outside of HR.

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Line No.	Mitigation	Project/Program	Project/Program Description	Status	Recorded (Directs, 2015 \$000)					Forecast Range (Directs, 2015 \$000)								Forecast Methodology
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10	Training (i.e., Employee Development Solutions)	Essentials of Supervision (Eos) Revamp, Expansion and Participation	A curriculum offered to all new supervisors that includes compliance, safety, and performance management training	B/P	-	-	-	-	-	-	-	-	-	-	-	-	-	
11		Revamp/Redesign of Current Technical Training Using New and Emerging Technologies	Redesign of current training programs to include online modularized training for specific roles. The focus will be to modernize training by adding online learning, as appropriate	P														
12		Leadership Training Camp (LTC)	A 6 day, 3 phase leadership camp offered to employees that have been in leader role 1-3 years	B/P	-	-	-	-	-	-	-	-	-	-	-	-	-	
13		The Leadership Challenge (TLC)	A 2 day leadership program offered to senior managers	B/P	-	-	-	-	-	-	-	-	-	-	-	-	-	
14	Training Subtotal				-	-	-	-	-	-	-	-	-	-	-	-	-	
15	Training - Technical non-HR	Skills training covered by the following risks: Dig-Ins (SCG-01); Employee, Contractor, Customer and Public Safety (SCG-02); High Pressure Pipeline Failure (SCG-04); Records Management (SCG-08); and Medium Pressure Pipeline Failure (SCG-10) (NOTE: Overlapping Trainings Removed)	Locate & Mark Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
16			Locate & Mark Operator Qualification	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
17			Public Safety - Document Management and Communications of Gas Standards	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
18			Customer Service Representatives (CSR) Training - Handling Emergency Orders	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
19			CSR Training - Ergonomics	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
20			Development and Management of Formal Training Materials and Instructions is Performed by Customer Service Field Centralized Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
21			Meter Reader Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
22			Formal Skills Training - Distribution Employee Time	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
23			Formal Skills Training - Transmission Employee Time	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
24			Formal Skills Training - Storage Employee Time	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
25			Expand "Situation City"	P						-	-	-	-	-	-	-	-	
26			Expand Skills Training Periods by 10% for Wellness & Fitness Training	P						-	-	-	-	-	-	-	-	
27			Expand Courses with Smith System of Defensive Driving by One Day	P						-	-	-	-	-	-	-	-	
28			Provide Smith Driving Training for 10% of Non-Smith Trained Employees who Drive Less Than 3,000 Miles per Year	P						-	-	-	-	-	-	-	-	
29			Refresher Safety Training - CSR	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
30			Mandatory Refresher Training for Field Employees	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
31			Program Management for Operator Qualification Initial Qualifications and Recertifications	B	-	1	1	-	10	9	11	9	11	9	11	27	33	See Employee, Contractor, Customer and Public Safety risk

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					2011	2012	2013	2014	2015	2017 Low	2017 High	2018 Low	2018 High	2019 Low	2019 High	2017-2019 Low (Sum)	2017-2019 High (Sum)	
32			Annual Review of Standards	B	1,143	1,145	1,353	1,215	1,045	941	1,150	941	1,150	941	1,150	2,822	3,449	See Employee, Contractor, Customer and Public Safety risk
33			Environmental Refresher Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
34			Expand in Vehicle Instruction for all Driving Employees	P	-	-	-	-	-	-	-	-	-	-	-	-	-	
35			Emergency Services Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
36			Safety Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
37			Dedicated Safety Positions to Support Customer Contact Center	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
38			Transmission Pipeline Technician Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
39			Transmission Pipeline Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
40			Transmission Welding Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
41			Transmission Cathodic Protection Specialist Training (and Senior)	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
42			Welding Non-Labor ¹	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
43			Distribution Construction Technician Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
44			Distribution Energy Technician Distribution Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
45			Distribution Lead Construction Technician Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
46			Distribution System Protection Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
47			Distribution Lead System Protection Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
48			Annual Required Employee Training on Records Management Policies and Procedures	B/P	-	-	-	-	-	-	-	-	-	-	-	-	-	
49			Distribution Construction Technician Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
50			Distribution Energy Technician Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
51			Distribution Lead Construction Technician Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
52			Distribution System Protection Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
53			Distribution Lead System Protection Specialist Training	B	-	-	-	-	-	-	-	-	-	-	-	-	-	
54		Management Technical Training	Proposed Development of Training Program to be Offered to All New Front Line Supervisors	P	-	-	-	-	-	-	-	-	-	-	-	-	-	
55	Training - Technical non-HR Subtotal				1,143	1,146	1,354	1,215	1,055	950	1,161	950	1,161	950	1,161	2,849	3,482	
56	Formal Succession Planning	Succession Planning	Time Value for All Employees who are Part of the Succession Planning Process	B/P	-	-	-	-	-	-	-	-	-	-	-	-	-	
57	Formal Succession Planning Subtotal				-	-	-	-	-	-	-	-	-	-	-	-	-	
58	TOTAL ²				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

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