Risk Assessment and Mitigation Phase
Cross-Functional Factor

(SDG&E-CFF-8)
Workforce Planning / Qualified Workforce

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CROSS-FUNCTIONAL FACTOR: WORKFORCE PLANNING / QUALIFIED WORKFORCE

I. INTRODUCTION

This Workforce Planning/Qualified Workforce Cross-Functional Factor (CFF) Chapter describes how workforce planning/qualified workforce activities impact the risks described in SDG&E's Risk Assessment Mitigation Phase (RAMP) risk Chapters.

SDG&E is presenting CFF information in this RAMP Report to provide the Commission and parties additional information regarding the risks and mitigations described in its RAMP Chapters. CFFs are not in and of themselves RAMP risks. Rather, CFFs are drivers, triggers, activities or programs that may impact multiple RAMP risks. CFFs are also generally foundational in nature. Therefore, SDG&E's CFF presentation differs from that of its RAMP risk chapters (*e.g.*, no risk spend efficiency calculations or alternatives are provided).

As described below, workforce planning at SDG&E is a decentralized activity that is guided by the HR department. The HR department provides guidance to the operating groups in order to help them manage their workforce-related safety risks. The Workforce Planning/Qualified Workforce CFF therefore spans multiple operating departments and helps to mitigate several RAMP risks in this Report.

II. OVERVIEW

SDG&E utilizes a decentralized model of workforce planning. This model consists of each department planning for its workforce by analyzing current and future workforce needs, identifying current and future skill gaps, and implementing solutions, such as skills training, to ensure employee and contractor safety. SDG&E's HR department, including the Diversity & Workforce Management and the Organizational Effectiveness departments, work with the various operations departments to assess compensation, provide recruitment support, implement field leadership training, and manage succession planning such that each operations department is able to attract, develop, and maintain a skilled, safe, and qualified workforce. Technical training, knowledge transfer, and skill development for compliance and inspections is a particular area of focus. These activities support SDG&E's operations departments' focus on maintaining and improving safety-related impacts as well as reliability.

For the purposes of this RAMP Report, this cross-functional factor chapter focuses on SDG&E's efforts to employ a qualified workforce in the safety-related critical roles within eight different operations departments. Employees in critical roles are often highly specialized and

have knowledge and experience that is essential to safely operating and maintaining SDG&E's gas and electric systems.

A. Factors That Impact Workforce Planning and a Qualified Workforce

Essential to workforce planning is maintaining an awareness of factors that may impact developing and retaining a qualified workforce. Factors that impact workforce planning include, but are not limited to:

- **Economic factors** - Economic factors can accelerate or delay employee departures, as well as internal movement and development.
- **Regional/National Health Issues** - The COVID-19 pandemic has caused a change in working conditions, which has resulted in safety considerations such as the need for additional training, changing technology skill requirements, compliance issues, and mental and physical burnout.[1]
- **Labor market conditions** – Significant recruiting and staffing effort, and/or long internal train-up time, may be required to fill certain difficult-to-replace, safety-related core positions. For instance, lineman positions are difficult to fill due to the highly technical aspect of the position. In addition, increased demand for specialized skills may lead to competition in the industry for talent, resulting in attrition and vacancies.
- **Job satisfaction** - May accelerate or delay the number of employees seeking to leave their position or the Company.
- **Transition to new and emerging technology** - New workforce skills and more training for existing workers is needed as SDG&E continues to promote and adopt the use of technology in all areas of its business.
- **Retirement Eligibility –** SDG&E's historical, average 5-year retirement rate is 3.7%, which is slightly higher than the utility industry average retirement rate of approximately 2.9%.[2] Based on an aging workforce and workforce retirements, SDG&E expects the number of retirement-eligible employees to continue to

[1] See CFF-3: Emergency Preparedness & Response and Pandemic for additional discussion on pandemic related programs and projects implemented by SDG&E.

[2] PricewaterhouseCoopers (PwC), 2019 PwC Saratoga Benchmark Report.

increase through 2024. The potential for a significant number of retirements over the next few years heightens the need for and importance of successful workforce planning and knowledge transfer.

Each of the above factors may increase workforce attrition and movement, which in turn could create gaps in the skills and knowledge required of a qualified labor workforce that could ultimately lead to a safety incident. Thus, as these factors change, or in some cases continue, an active workforce planning framework (*e.g.*, workforce planning, training, knowledge transfer, succession planning, etc.) is necessary.

B. Potential Outcomes

Any of the above factors could contribute to a safety incident with consequences including but not limited to the following:

- Serious injuries;
- Property damage;
- Inefficiencies due to less experienced employees;
- Disruption to operations;
- Regulatory scrutiny; and/or
- Adverse liabilities.

III. ASSOCIATED RISK EVENTS

Each of the following risks chapters include at least one mitigation that involves personnel in an identified safety critical position, and therefore workforce planning activities affect the safety risks described in these chapters: Incident Related to the Medium Pressure System (Excluding Dig-in), Incident Related to the High-Pressure System (Excluding Dig-in), Excavation Damage (Dig-in) on the Gas System, and Electric Infrastructure Integrity.[3]

IV. 2020 SAFETY CRITICAL POSITIONS

As mentioned above, this CFF chapter highlights workforce planning challenges within each of the eight operations departments specific to safety-related critical roles. For each of the eight departments addressed below, there are a number of common workforce planning

[3] Although the Incident Involving Employee (IIE) and Incident Involving Contractor (IIC) chapters do not contain mitigations that involve safety-critical employees, it should be noted that the IIE and IIC chapters describe the safety framework, activities and certain training areas that employees and contractors, especially those in safety critical roles, must follow to maintain competency.

challenges, including an aging workforce, retirements and overall attrition, lengthy training times, new technology, new or increasing regulations, private sector career advancement opportunities, and managing a represented workforce. A high-level description of the safety-related critical roles within each department, as well as their specific workforce challenge scenarios, are described in detail below.

1. Gas Operations-San Diego Region

SDG&E's gas distribution system consists of a network of approximately 16,800 miles of interconnected gas mains, services and associated pipeline facilities that services approximately 890,000 customer meters. SDG&E routinely performs work to maintain the daily operation of the system, connect new customers, maintain the necessary capacity to serve all customers, replace damaged or deteriorating facilities, and relocate facilities to meet customer and governmental agency needs. Examples of critical roles in this department include: Pipeline Operations Supervisor, Gas Operations Site Lead, Locator, Working Foreman - Gas/Non-Arc Qualified, Working Foreman - Gas Arc Qualified, Instrument Supervisor, Instrument Tech, Electrician NACE, Patroller, Welding & Pipeline Inspection Supervisor, Operations Training Instructor, Shop Services Supervisor, and District Operations Manager.

Safety is rooted in all phases of gas distribution training. All the Gas Operations operations and maintenance (O&M) core activities such as valve inspections, large meter inspections, locate & mark and cathodic protection work, include training to maintain and reinforce a safe and qualified workforce. To that end, SDG&E is taking proactive action to enhance employee training, qualification, and work quality.

An integral component of workforce proficiency for employees in Gas Operations is the Operator Qualification (OpQual) program. As part of OpQual compliance, employees are trained whenever significant changes occur in a work task or as required per SDG&E's Gas Standards, state pipeline safety standards under General Order 112-F, federal pipeline safety standards under the Department of Transportation's (DOT) Pipeline Safety and Hazardous Materials Administration's (PHMSA) 49 C.F.R. § 192, and other applicable laws and regulations. The following additional factors also necessitate the need for ongoing gas operations training:

- The need to maintain a trained and qualified workforce;

- Workforce turnover presents issues of recruitment, knowledge transfer, skills development, and overall proficiency of the replacement workforce;
- The need to support new field technologies; and
- Introduction of new construction and maintenance methods.

2. Customer Field Operations

The Customer Field Operations (CFO) Department consists of the following departments: Customer Service Field, Workload and Emergency Response, Smart Meter Operations and Electric Metering Operations. Examples of critical roles in this department include: Appliance Mechanic, Relief Appliance Mechanic, Meter Service person, Electric Meter Tester, Meter Test Electrician, Instructors, Principal Engineer, Senior Engineer, Senior Electric Distribution Analyst, Crew Dispatcher, Service Dispatcher and Service Technician. CFO personnel are responsible for the following:

- **On Premise:** Gas and electric meter work such as installation, inspection and maintenance, establishing and terminating gas and electric service, lighting gas pilot lights, conducting customer appliance checks, investigating reports of gas leaks, investigating customer complaints of high bills, shutting off and restoring gas service for fumigation, as well as responding to structure fires (*e.g.*, to check for gas leakage/shut off gas service) and other emergency incidents.
- **Analysis:** Evaluating and approving new electric metering products and equipment, documenting new procedures, creating metering standards and specifications, performing meter failure analysis, and providing training and support to internal and external stakeholders on safe metering related issues.
- **Emergency Response:** All planned and unplanned work management including overall compliance and emergency response service-territory wide.

CFO critical roles include employees with vastly different skillsets and responsibilities. The workforce planning challenges faced by CFO include but are not limited to:

- Long training times - The Dispatch roles specifically have long and complex training times. To ensure employee competence, as well as skill and knowledge transfer to newer employees, Dispatch employees attend 4 weeks of classroom training focusing on the many aspects of the electric commodity, 8 weeks of on-the-job training, and then a minimum of 12 months anchoring their skills before

training on the gas commodity. In addition, training is lengthy for field workers such as Meter Service Persons, Service Technicians and Appliance Mechanics to skill up in order to advance into a quality assurance or instructor roles. Many other prolonged technical training exists for other critical roles such as Meter Service Person, Appliance Mechanics, and Electric Meter Testers.

- Skilled job market competition - External competition exists for highly skilled workforce positions, such as engineers.
- Different compensation structures for management jobs and union employees with the expertise to fill those jobs persists.

3. Kearny Maintenance & Operations

Kearny Maintenance and Operations (Kearny) is responsible for constructing and maintaining SDG&E's electric substation and transmission infrastructure. Included in this responsibility is the remote switching of Supervisory Control and Data Acquisition (SCADA) devices on the electric distribution system, testing of protective rubber goods, as well as the testing, repairing and calibrating of tools for electrical employees and other users at SDG&E. Examples of critical roles in this department include: Substation Electrician, Substation Working Foreman, Relay Specialist, Relay Technician, and Principal Engineer.

Kearny faces the following challenges when it comes to workforce planning.

- Long training times - Typically, a candidate for a Substation Electrician is an Electrician Assistant for a year prior to entering the apprentice program. After working as an Electrician Assistant for approximately a year, candidates enter a 3-year apprentice program, which typically has a relatively high failure rate. Additionally, because Substation Electricians are in high demand for other roles at the Company, there is turnover for this position as these employees move on to other positions, thus requiring a replacement (with three years of training). Similarly, both Lineman and Lineman Transmission also go through a similar apprentice program. For a Relay Technician A, which is the first level qualified to work on construction projects, an employee must first qualify as a Substation Electrician and then undergo a minimum of 4 years of training as a Relay Technician. Thus, when a Relay Technician is lost to attrition, it takes a minimum

of 7-8 years (1 year as an Electrician Assistant, 3 years as an Apprentice Electrician, and then 4 years as a Relay Technician) to train a replacement.

- Skilled job market competition - It is very difficult to fill the lineman and Relay Technician positions from the outside. For lineman, the job market is competitive, and the skillset needed to perform transmission line work is unique. For Relay Technicians, SDG&E requires classification as Qualified Electrical Workers (QEWs). Many other companies do not require their relay techs to be QEWs, which greatly limits the pool of external candidates.

4. Electric Regional Operations

Electric Regional Operations (ERO) is responsible for the construction, operations, maintenance, and restoration of power for SDG&E's electric distribution system. Other functions include: SDG&E's training center for field operations functions, electric crew scheduling, and helicopter operations. Examples of critical roles in this department include: Construction Project Coordinator, Fault Finding Specialist, Inspector A, Construction & Operations Planner, Troubleshooter, Lineman, Working Foreman, Sr. Line School Instructor, and Construction Supervisor-Electric.

ERO faces many challenges when it comes to workforce planning. The acceleration of workforce attrition and a changing business environment could result in not having a workforce with the right skills to meet operational requirements. Challenges specific to ERO include:

- Long training times – ERO employees typically have training times of 3 years or more. For example, the Construction Project Coordinator position requires 6 years of planning, construction, or construction support experience as well as significant training. Additionally, because of their extensive training and skills, employees in ERO positions are often candidates for other positions at the Company, requiring constant training of employees for replacement.
- Requirement for diverse skills - ERO employees must have highly technical subject-matter expertise leadership skills, as well as proficiency in oral and written communications.
- Skilled job market competition - Many ERO employees are QEWs with portable skills in high demand by contractors or other electric utilities offering significant compensation inducements which can have substantial workforce planning

consequences. It is challenging to fill Troubleshooter, Working Foremen, and Electric Construction Supervisor positions from the outside and internally. The job market for QEWs and Linemen is competitive, and the skillset needed for these roles is highly technical and specialized.

- Wage Compression - There is difficulty in attracting linemen into the Electric Construction Supervisor, Senior Line Instructor and other technical roles due to the compression issues between those positions and the Working Foreman role. One significant factor is those positions' inability to obtain overtime due to exempt status.

5. Electric Grid Operations

The Electric Grid Operations (EGO) organization is responsible for the safe, reliable, and efficient operation of SDG&E's electric transmission system. EGO works closely with the California Independent System Operator (CAISO) and Peak Reliability Coordinator to ensure adequate supply and readiness for optimal system safety and reliability. Additionally, EGO provides transmission outage coordination, operations planning and training, 24-hour real-time situational awareness of all transmission assets using EGO's state of the art Energy Management System (EMS), as well as inter-departmental platforms vital to the integration of new transmission and generation projects. Finally, EGO is responsible for ensuring employees adhere to physical and cyber security protocols for critical Grid facilities and information. Examples of critical roles in this department include: EMS Software Supervisor, Grid Operations Services Manager, Mission Control Training Manager, and Operations Shift Supervisor.

The main workforce planning challenges for critical roles in EGO (especially regarding the Operations Shift Supervisor position) include the following:

- Long training times - The training process is very lengthy (5+ years), and there is a long trainee development time (upwards of 2+ years).
- Skilled job market competition - Because of the necessary specialized knowledge (*e.g.*, NERC[4] certifications requirement), high industry demand for this skillset,

[4] The North American Electric Reliability Corporation (NERC) is a not-for-profit international regulatory authority whose mission is to assure the effective and efficient reduction of risks to the reliability and security of the grid.

and high compensation expectations, qualified individuals can be difficult to find. In addition, the trainers are also difficult to acquire as SDG&E's grid training program is centered around SDG&E's specific technology, which limits the number of candidates from outside of SDG&E.

- Employee Retirements & Movement – Due to Distribution System Operators having important technical skills to operate the electrical systems and meeting NERC Reliability Standard requirements, it's imperative that the pipeline for the Distribution System Operator positions is robust as these employees typically fill the Transmission System Operator role in EGO. Additionally, operators in both the EGO and Electric Distribution Operations (EDO) departments often move into training positions. This type of movement, although increasing broad skillsets, can lead to skills gaps when employees move on. Finally, an aging workforce at retirement level in EGO is also a challenge.

6. Construction Management

The Construction Management organization is responsible for overseeing gas, overhead and underground electric distribution, transmission, and substation contractor construction crews to budget, schedule and ensure project success. The department also oversees contract administration of gas and electric distribution infrastructure projects performed mainly by third-party contractors. Examples of critical roles in this department include: Civil Field Construction Advisor, Electric Field Construction Advisor, Gas Field Construction Advisor, and Construction Managers. These positions are highly trained and skilled technical employees that have Qualified Electrical Worker/Gas field leadership experience. A large percentage of the organization's workforce consists of Field Construction Advisors (FCAs) who have prime responsibility for field oversight of these projects.

Construction Management experiences multiple workforce planning challenges that include a labor pool reduction, an aging workforce, training and qualifications for leadership experience, and a changing environment.

- Job market competition - Positions in Construction Management require a combination of leadership experience and a suitable background as either a QEW or a qualified gas worker, both of which take many years to achieve. In addition, the changing environment for the utility industry is impacting the planning and

management within Construction Management. Federal and State regulations are becoming stricter with an emphasis on work methods and environmental protections. The increasing number of regulations ultimately requires more knowledge and skill, which requires more training and directly impacts the available labor pool for workforce management.

- Aging workforce and long training times - Construction Management runs the risk of not being able to replace retiring employees with properly trained, knowledgeable, and qualified employees. The lengthy training and qualification requirements in addition to the leadership requirements are vital for the safety and oversight of our contractor construction crews working on SDG&E electric and gas facilities, but could take upwards of 5-10+ years for an individual starting at an entry level position within the Company. Leadership experience plays a vital role in an employee's ability to interpret electric switch plans, understand Geographic Information System (GIS) maps, and interact knowledgably with customers, which only comes with internal SDG&E equipment and technical experience. Only a small percentage of the internal Company population qualifies for these roles and this population is shrinking due to attrition.

7. Electric Distribution Operations

Electric Distribution Operations (EDO) operates over 1,000 electric distribution circuits to provide safe and reliable service to SDG&E customers behind the 1.46 million electric meters in San Diego County and southern Orange County. The EDO department consists of three sections:

- The EDO Control department is staffed with Distribution System Operators (DSO) who oversee the planned switching during routine work and restoration switching during emergencies.
- An EDO Technology workgroup directly supports the control center with technology and process issues, especially ones related to the SCADA system. SCADA enables EDO to operate equipment remotely, enabling mitigation measures when weather conditions increase the risk of wildfires, and for use to speed up restoration to customers during system outages.

- An Enterprise GIS Services group manages records related to electric facility asset and connectivity changes. This information is stored in a GIS database and is used across the Company for managing switching on the system, asset risk/analytics programs, coordinating planned system enhancements, regulatory reporting, accounting, and many other functions.

Examples of critical roles in this department include: DSO, Working Foreman – System Operations, SCADA Operations Technologist, and Electric GIS Specialists and Technicians. Each section of the EDO department has its own workforce challenges which include:

- Long training times and low pass rate - The EDO Control department has a low supply of qualified DSOs. The DSO training program graduation rate is low (below 50%), there are long trainee development times (upwards of 2 years), and high industry demand for DSOs. Additionally, trainers are difficult to acquire, as SDG&E's DSO training program is centered around SDG&E's specific technology, limiting the availability of candidates outside of SDG&E.
- Skilled job market competition - The Enterprise GIS Services has a high year after year attrition rate due to the demand outside of SDG&E for this highly skilled workforce. Outside companies and other departments within SDG&E look at Enterprise GIS Services as a feeder pool for their vacancies due to the rigorous candidate selection and extensive training that Enterprise GIS Services employees receive. SDG&E uses ESRI's GIS software[5] which is recognized as the industry standard for geospatial databases thus making SDG&E employees trained in this software very marketable. For the EDO Technology group, one workforce planning challenge is attracting candidates with solid computer and database management skills to build and maintain SDG&E's advanced SCADA Headend system. These are critical roles that are difficult to fill and there is an ongoing need for adequately skilled staff to not only build and maintain the SCADA Headend system to meet accuracy and availability goals, but also to keep up with the growing number of new SCADA site installations across the service territory.

[5] Environmental Systems Research Institute (ESRI) is a supplier of GIS software, web GIS and geodatabase management applications.

8. Electric Engineering

The Electric Engineering (EE) department's main role is the engineering and design of transmission, substation, and distribution projects for the Company in accordance with industry and Company standards, and CPUC regulations. This includes developing and maintaining Company standards, work methods, and technical solutions to provide safe and reliable service to customers. The department consists of the following sections: Transmission Engineering & Design, Substation Engineering & Design, Electric Distribution Engineering, Civil/Structural Engineering, System Protection & Control Engineering, Distributed Energy Resources, and Electric System Hardening. Examples of critical roles in this department include: Construction Standards Administrator (includes Senior), Construction Standards Team Lead, Principal Engineer, Senior Engineer, Substation Designer (includes Senior), and Transmission Engineering Designer (includes Senior, and Design Advisor).

Electric Engineering's workforce has several critical employee classifications which are subject to attrition due to retirement or private sector career advancement opportunities. Additionally, recent attrition and historic employment cycles have generally created an aggregate experience profile skewed toward less-experienced personnel. EE must develop and retain employees across the critical role spectrum to maintain high standards for engineering and compliance with CPUC or other regulatory requirements. Experience level for proficiency in these critical roles generally ranges from five to 15 years. It is not uncommon for specialists in critical roles to possess 20 to 30 years of specialized experience. Attrition through retirement must be mitigated by consistent and long-term knowledge sharing. Formal training and mentoring programs of sufficient depth and multi-year duration are required to return to and maintain a more even distribution across experience levels.

V. SUMMARY

Each of the eight operations departments identified above continually monitors its own workforce needs to ensure that it has the right number of employees, with the right skills and training to prevent safety-related incidents. To address the challenges of employee movement, retirement, and job competition, each individual department regularly assesses its workforce planning and qualification needs. This includes planning for those needs via resource forecasting during the General Rate Case (GRC) cycle, monitoring headcount and attrition, as well as offering formal training and extensive on-the-job training to meet department-specific skill

needs. Both formal and informal trainings improve competence and allow for knowledge transfer. Further, from a compliance and inspection standpoint, each of the eight operations departments participates in the Environmental and Safety Compliance Management Program (ESCMP) to address compliance requirements, awareness, goals, monitoring, and verification related to all applicable environmental, health and safety laws, as well as Company safety standards. ESCMP is further described in the Incident Involving An Employee risk chapter's C5 mitigation.

These activities are included here to address the impact and cross-functional nature of workforce planning and a qualified workforce for safety across the Company. Importantly, SDG&E continues to strongly emphasize the importance of technical and developmental training as essential and the crux of the Company's safety culture, and the safety of its employees, contractors, and the public.

VI. 2020 SUPPORTING ACTIVITIES AND PROGRAMS

In addition to the operation departments' efforts in addressing their individual workforce challenges, the HR department, including the Diversity & Workforce Management and the Organizational Effectiveness (OE) departments partner with operations to proactively seek out and hire qualified applicants, provide field leadership training, succession planning, engagement survey and action planning, as well as provide information and data in order to make informed resource decisions.

Specifically, the Organizational Effectiveness Department offers the following programs:

- **Field Leadership Development Program –** (1) *Hiring and promoting new supervisors and field leaders*: OE partners with operations management to develop leadership skills, action planning, and assessments to select those supervisors and field leaders with potential for high effectiveness. (2) *Culture of Safety & Accountability*: OE partners with operations management to continue to create a safety and learning culture and implement systems to reduce risk in the organization. Creation of processes to help us learn from undesirable outcomes and how the behavioral choices and errors we make impact our customers, one another, and the organization. (3) *Respectful Workplace*: OE partners with operations management to continue to build and sustain a culture of respect where no one feels excluded and where every employee can: work free of harassment,

abuse and bullying; learn to appreciate and embrace differences; and engage in open and honest discussion with any other employee without fear. (4) *Training and Development*: OE will continue to design, implement, and sustain a blend of classroom, online and on-the-job training focused on supervisory and leadership skills with developmental assessments (checkpoints) to track progress and accelerate the learning curve.

- **Engagement Survey and Action Planning** –Bi-annually, SDG&E surveys all employees to obtain input on overall engagement and supervisor's effectiveness. HR will then assist the operations departments with post-survey action plans, as necessary, increase employee engagement and satisfaction with strategies such as coaching, training, and team building.
- **Succession Planning -** In the next five years, approximately 35% of SDG&E managers will be retirement eligible. This knowledge loss, which includes many long-term employees, as well as employees that transition onto other roles, requires proactive planning and leadership training to mitigate knowledge gaps that could lead to safety incidents. In addressing this issue, formal annual succession planning is critical over the next five years. It is essential that SDG&E not only focuses on accelerating advancement and development for the operations' management employees, but also mid-level employees as they will likely take over key roles for retiring employees.

The HR Diversity & Workforce Management department is partnered with outside organizations to create external training programs to expand SDG&E's candidate pool. An example is the Career Jumpstart program:

- **External Candidate Training** – Career Jumpstart is a program designed to develop a pipeline of qualified candidates for rewarding, key positions at SDG&E and other energy industry employers. In partnership with the San Diego Workforce Partnership and the Electrical Training Institute (ETI), a four-week training program is conducted onsite at ETI and provides candidates hands-on experience and exposure to tools, standard processes and procedures and safety protocol, all of which are necessary when performing in a skilled labor role such as the Laborer and Traffic Control positions at SDG&E.

The HR department overall has offered many resources during the pandemic including the following workforce-related resources:

- **COVID19 Pandemic** – To address employee mental and physical challenges with the COVID-19 pandemic, SDG&E HR has created many resources and benefits for employees. A "Parents Corner" internal website was created with information and resources for working parents such as tutoring assistance, childcare resources, and a parent's network. In addition, Company pandemic policies were created to address work-life balance and ergonomic safety such as remote working, ergonomic home office safety concerns, emergency paid sick leave and childcare/eldercare leave. Additionally, the Company surveyed the employee population for concerns about returning to work. Pandemic informational webinars were held – 32 in 2020 that had more than 1600 employees participate on subjects that included, "Motivating and Inspiring Remotely," "Work Life Balance," "Being Made Aware of Company Practices and Policies," and "Virtual Meeting Best Practices." The Company is also conducting other precautionary measures to ensure that essential employees working on-site are doing so safely, such as requiring and providing facemasks, sanitizer and other Personal Protective Equipment (PPE), where necessary, temperature testing, and limiting the number of individuals in work trucks, among other safety protocols. SDG&E is comparable to what other companies are doing when benchmarking was conducted.

VII. 2022-2024 SUPPORTING ACTIVITIES

As addressed above, each operations department assesses its own workforce planning needs and conducts extensive trainings to address potential knowledge, skill, and labor gaps that may lead to safety and operational issues. This department-by-department training will continue and is expected to evolve as needs change. Currently, SDG&E plans to expand or add various workforce planning/qualified workforce activities, including the following:

- **Gas Working Foreman Development Program** – This Gas Operations' department new program beginning in 2022 is geared to teach Working Foremen essential knowledge and skills to safely oversee their crews, public safety, and all aspects of the work in the field.

- **Meter Test Electrician Class** – Beginning in 2021, Customer Field Operations plans to expand the curriculum of this class to include additional employees and additional skills to supplement existing technical training.
- **Relay Technician School** – Beginning in 2021, this training program in the Kearney Maintenance and Operations department will be enhanced to enable Relay Technicians Class A and Relay Specialists to learn basic and more advanced-level theory in more of a class-based environment, as well as hands-on training.
- **COVID19 Pandemic – 2021 Return to Work strategy** – SDG&E has a Return-to-Work Taskforce that is working on developing a safe return to work strategy. As it is currently unknown when all employees will be able to return to their respective worksites and the strategy is still in the process of being created, it was found from the survey that having a possible "hybrid" work model wherein certain employees can work remotely part-time and part-time at a Company worksite could potentially benefit both the Company and employees. Benefits could include financial savings for both the Company and employee, enhanced employee work-life balance, and a reduced carbon footprint, amongst others.

VIII. COSTS

Because of the manner in which the dollars associated with the workforce planning activities to ensure a qualified workforce as discussed in this CFF are tracked and/or forecast, there are no dollars identified for those activities in this CFF.