ORA DATA REQUEST
ORA-SCG-100-CY3
SOCALGAS 2019 GRC – A.17-10-008
SOCALGAS RESPONSE
DATE RECEIVED: JANUARY 24, 2018
DATE RESPONDED: FEBRUARY 7, 2018

Exhibit Reference: SCG-19-R
SCG Witness: Michael Baldwin
Subject: Customer Services-Office Operations-CCC Operations

Please provide the following:

1. Referring to Ex. SCG-19-R, page MHB-14, lines 14-16, which states: "SoCalGas is requesting an incremental $575,000 for 8.0 FTEs and an associated $4,000 in nonlabor for meter growth to support an increase of 110,871 CSR answered calls from 2016-2019. A projection of 0.93 CSR handled calls per meter was used to project call volume growth."

    a. Provide any cost studies used to determine the need for an additional 8.0 FTEs.

    b. Is there a precedent for this request? If yes, please explain.

    c. Provide an excel spreadsheet showing how the number of FTEs required was calculated.

    d. Provide an excel spreadsheet showing how the requests for incremental $575,000 and the associated $4,000 in non-labor were calculated.

    e. Show how the projection of 0.93 CSR handled calls per meter was calculated.

SoCalGas Response 1:

1.a. See Excel File ORA-SCG-100-CY3 Attachment Q1, for the calculation of call volume which drives the need for 8.0 incremental FTEs and the labor and non-labor costs associated with this increase in resources.

1.b. Historical average CSR calls per meter was used as a basis for determining call volume and meter growth is based on the forecast methodology described in the Gas Customer Forecast testimony of Rose-Marie Payan (Ex. SCG-39). This method has been used by SoCalGas in past GRCs to forecast incremental call volume associated with meter growth.

1.c. The increase in call volume due to meter growth should be 100,673. It was incorrectly shown as 110,871 in the testimony on MHB-14 line 15. Total meter growth from 2016 to 2019 is 110,871, but 10,198 is due to the increase in RAMP emergency calls. Please see file ORA-SCG-100-CY3 Attachment Q1, for the calculation of meter growth calls.

1.d. See Excel File ORA-SCG-100-CY3 Attachment Q1, row 60 for the calculation of labor and non-labor.

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SoCalGas Response to Question 1 Continued

1.e.   See Excel File ORA-SCG-100-CY3 Attachment Q1, row 9 for the calculation of CSR calls per meter.

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2. Referring to Ex. SCG-19-R, page MHB-15, lines 2-3, which states: "SoCalGas is requesting an incremental $25,000 for a projected increase in emergency call volume associated with RAMP due to meter growth." Provide an excel spreadsheet showing how the request for incremental $25,000 was calculated.

SoCalGas Response 2:

Please see Excel file ORA-SCG-100-CY3 Attachment Q2 for the calculation.

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3. Referring to Ex. SCG-19-R, page MHB-16, lines 16-18, "SoCalGas is requesting an incremental $1,206,000 for 16.5 FTEs and $9,000 in associated non-labor to support a projected increase in AHT of 12 seconds resulting from implementation of projects from other departments."

   a. Referring to MHB-16, lines 24-26, "These improvements to customer experience, reflect an additional AHT of 10 seconds with a cost of $1,001,000 for 13.6 FTEs and $7,000 in associated..." and MHB-17 lines 10-11, "…anticipated to increase overall AHT by 2 seconds at a cost of $214,000 for 2.9 FTEs and $2,000 in associated non-labor." This appears to aggregate into a request for $1,215,000 for 16.5 FTEs and $9,000 in associated non-labor. This is not identical to the abovementioned "$1,206,000 for 16.5 FTEs and $9,000 in associated non-labor". Please explain the difference and what is being requested.

   b. Provide any cost studies used to determine the need for an additional 16.5 FTEs.

   c. Is there a precedent for this request? If yes, please explain.

   d. Provide an excel spreadsheet showing how the number of FTEs required and how the requests for incremental $1,206,000 in labor and $9,000 in non-labor were calculated.

SoCalGas Response 3:

3a. Lines 16 – 18 on page MHB-16 should read: SoCalGas is requesting an incremental $1,206,000 in labor for 16.5 FTEs and $9,000 in associated non-labor **for a total of $1,215,000** to support a projected increase in AHT of 12 seconds resulting from implementation of projects from other departments." Please refer to the summary table below. Detailed calculations can be found in the Excel File ORA-SCG-100-CY3 Attachment Q3.

FOF Projects	Labor	Non-Labor	Total	FTEs
FOF - Paperless Billing FOF idea - enable CSRs the capability to enroll customers into My Account while handling all types of live calls, increase in overall AHT by 10 seconds	993.9	7.3	1,001.2	13.60
Smartphone Project -- Call Ahead proposal for CSRs to solicit a customer's preferred "reached at" telephone number on all entered fielded orders, anticipated to increase overall AHT by 2 seconds	211.9	1.6	213.5	2.90
Increase in AHT due to implementation of projects from other departments	1,205.8	9.0	**1,214.8**	**16.5**

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SoCalGas Response to Question 3 Continued:

3.b. See Excel File ORA-SCG-100-CY3 Attachment Q3 for the calculation of the incremental 16.5 FTEs, found on rows 18 and 41.

3.c. SoCalGas has requested funding, in prior GRCs, for incremental Call Center employees, due to forecasted increases in both call volume and average handle time.

3.d. Please see Excel file ORA-SCG-100-CY3 Attachment Q3 for the calculation of the labor and non-labor requests.

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4. Referring to Ex. SCG-19-R, page MHB-17, lines 16-19, "SoCalGas is requesting an incremental $1,438,000 for 19.7 FTEs as well as $11,000 in associated non-labor to provide additional time for the CSR to collect/verify email addresses and mobile phone numbers from customers when handling all types of live calls, which has an anticipated increase in overall AHT of 15 seconds."

    a. Provide any cost studies used to determine the need for an additional 19.7 FTEs.

    b. Is there a precedent for this request? If yes, please explain.

    c. How was the need to "collect/verify email addresses and mobile phone numbers from customers" determined?

    d. Provide an excel spreadsheet showing how the number of FTEs required and how the requests for incremental $1,438,000 in labor and $11,000 in non-labor were calculated.

SoCalGas Response 4:

4.a. See Excel File ORA-SCG-100-CY3 Q4 for the calculation of the incremental 19.7 FTEs.

4.b. SoCalGas has requested funding, in prior GRCs, for incremental Call Center employees, due to forecasted increases in both call volume and average handle time.

4.c. SoCalGas decided that it would be important to collect/verify email addresses and mobile phone numbers in the event of a natural disaster or emergency incidents, so that SCG can contact impacted customers. For example, during the recent Montecito natural disaster, as SCG restored natural gas to neighborhoods, customers were alerted via telephone calls, text messages and emails. Having the customer's current cell phone and email addresses was invaluable in contacting the impacted customers.

4.d. Please see Excel File ORA-SCG-100-CY3 Attachment Q4 for the detailed calculations.

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5. Referring to Ex. SCG-19-R, page MHB-18, lines 5-7, SoCalGas is requesting an incremental $1,118,000 for 15.3 FTEs as well as $8,000 in associated non-labor expenses to increase the CSR LOS, (the percentage of calls answered within 60 seconds) to 60%.

    a. Please explain how SoCalGas determined it necessary to increase LOS to 60% from its levels in 2016 of 53.50%.

    b. Referring to Table MB-15 on MHB-19 lines 1-3, Please explain the reason for CSR LOS to have decreased from 68.80% in 2012 to 53.50% in 2016.

    c. Provide any cost studies used to determine the need for an additional 15.3 FTEs, including precedents used, if any.

    d. Provide an excel spreadsheet showing how the number of FTEs required and how the requests for $1,118,000 in incremental labor and $8,000 in labor costs were calculated.

SoCalGas Response 5:

5.a. A target of 60% CSR LOS provides a good balance between cost and responsiveness and is consistent with the five-year average CSR LOS levels (2012-2016).

5.b. 2015 and 2016 were not typical years in the Customer Contact Center (CCC). In 2015, while more routine calls were handled by the IVR, the remaining calls were more complex resulting in a significant increase in Average Handle Time per call. Also, the months of November and December 2015 and beyond were severely impacted by the Aliso Incident. The Aliso Incident required SoCalGas to set up an independent call center specifically to address Aliso issues. This independent call center was staffed with CSRs and also management personnel from the CCC, which impacted service levels. In addition, December 2015 through March 2016, were unseasonably cold months, which significantly increased customer gas usage and associated bills and resulted in a significant increase in billing related call volume. CSR LOS for January 2016 was 28.4% and February 2016 was 41.8%, which significantly impacted the overall annual LOS for 2016.

5.c. See Excel File ORA-SCG-100-CY3 Attachment Q5 for the calculation of the 15.3 FTEs.

5.d. See Excel File ORA-SCG-100-CY3 Attachment Q5 for the calculation of labor and non-labor costs for the 15.3 FTEs.

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6. Referring to Ex. SCG-19-R, page MHB-19, lines 17-18, "SoCalGas is requesting $61,000 for 1 FTE and $1,000 associated non-labor for an Administrative Associate-4 position to support the San Dimas Operations Site Manager.

      a. How were these functions fulfilled before?

      b. How did SoCalGas determine the need for this additional staff?

SoCalGas Response 6:

6.a. The LOS Administrators performed these functions.

6.b. Moving the LOS Administrator clerical functions to an Administrative Associate 4, enables the LOS Administrators to focus on managing CSR staffing to improve level of service.