

## Process Improvements: Escalated Complaint Management (cont'd)



### Improvement Opportunity:

- PG&E encountered a new source of complaints resulting from deployment of SmartMeter™ technology, which created an increase in complaint volume and extended the period of time required to research and resolve these complaints. PG&E responded to this new technology and the resulting increased complaint volume by: 1) developing a comprehensive "forensic" complaint analysis process tailored to address complaints that customers associated with SmartMeter™ installation, 2) adding resources to handle increases in complaint volume and 3) increasing training and support to internal staff and the CPUC Consumer Affairs Branch staff, so they could better respond to customer issues.

### Process Improvements:

#### Complaint Tracking and Analysis:

- Enhanced complaint tracking system to distinguish between SmartMeter related and non SmartMeter related complaints (2007)
- Provided monthly trending and root cause analysis to key business owners to identify and, if necessary, address any trends. (2009)
- Provided real-time feedback to leadership following customer interactions for immediate process improvement opportunities. (2009)
- Instituted a more comprehensive complaint analysis methodology which centers on conducting a 360 degree look into customer complaints/issues. The analysis crosses over various internal departments and utilizes all relevant resources and tools to ensure a thorough, detailed review of complaints (eg. customer call recordings are reviewed to gain insight into the level and quality of Customer Service; billing and usage history is reviewed to identify any anomalies in usage and/or bills, etc.). (2010)
- Enhanced complaint management system by creating SmartMeter™ categories to better understand the nature of the complaint and to ensure complaint data could be captured in a consistent form for analysis, feedback and process improvement. (2010)

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### Staffing and Training:

- Designated additional SmartMeter key contacts, at the manager and director level, in departments including SmartMeter Operations, Customer Impact, Meter Testing and Billing to expedite resolution for the customer. (2009 to Current). (2010)
- Trained staff on new SmartMeter technology to equip them with the knowledge to answer customer questions during complaint investigations. (2009)
- Designated specialized core team to address all SmartMeter related complaints. (2010)
- Trained staff to conduct more in-depth analysis and investigation. Implemented a "forensic" deep dive methodology and process for complaint investigation. (2010)
- Increased Customer Relations staff over 100% ( from 10 to 24) to address increase in complaint volume and improve customer experience. (2010)
- Provided investigation and resolution guidelines to assist Energy Cost Inquiry team to help resolve CPUC complaints. Provided key resources for consultation to facilitate resolution, and expedite billing adjustments, meter tests and energy audit requests. (2010)

### CPUC Coordination:

- Enhanced monthly complaint reconciliation between PG&E and CAB, focusing on SmartMeter-related complaints. (2010)
- Increased frequency of meetings with CAB staff. In addition to regular monthly meetings, met more on an as needed basis as SmartMeter concerns began to increase to provide education and support ,so CAB staff could provide more accurate and timely responses to customers. (2010)
- Upgraded phone system to implement a call queue priority and voicemail option for CAB staff to increase accessibility. (2010)
- Provided SmartMeter Overview presentation and meter demonstration for Consumer Affairs Branch (CAB) leadership. CAB has requested additional presentations/demonstrations to all of CAB staff, and a tour of SmartMeter Operations for CAB representatives. (2010)

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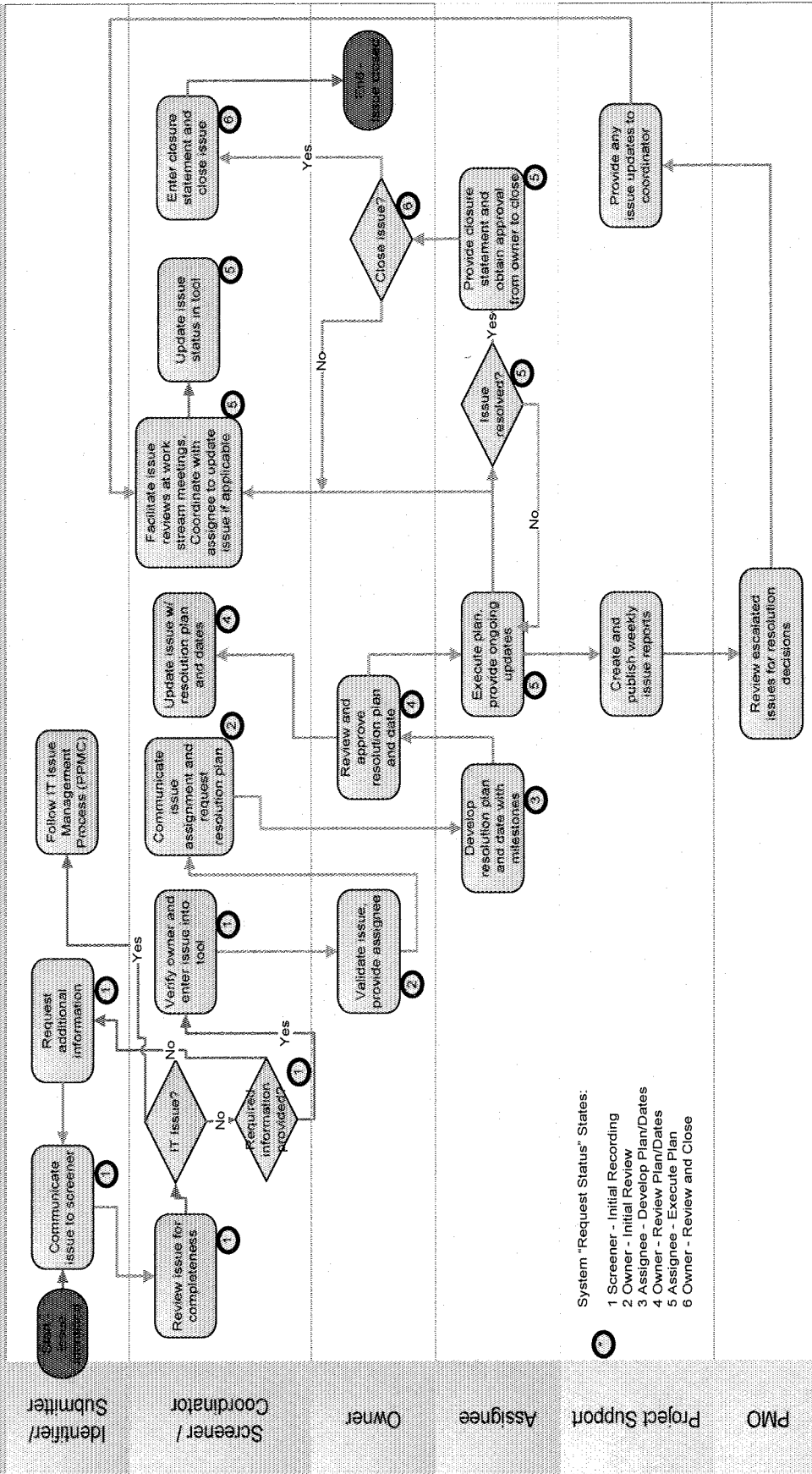
2007	2008	2009	2010	2011
<p><b>Jun</b> - Added SmartMeter Category to Complaint Management System</p>	<p><b>Oct</b> - Coordinated Customer Recovery Efforts in Bakersfield and Fresno Following Town Hall Meetings</p> <p><b>Aug</b> - Increased offering of Billing History, Rate Education, and Financial Assistance Programs</p>	<p><b>Nov</b> - Participated in CPUC Consumer Education Workshops</p> <p><b>Jan</b> - Designated Core Team to Address SmartMeter Issues</p>	<p><b>Feb</b> - Increased Staff to Address SmartMeter Complaint Volume</p> <p><b>Mar</b> - Provided Investigation and Resolution Guidelines and Tools to Energy Cost Inquiry Team</p>	<p><b>May</b> - Upgraded Phone System to Increase Accessibility</p> <p><b>Apr</b> - Increased Communication with CPUC CAB on Complaint Resolution and Staff Educational Efforts</p>



## Appendix: Issue and Risk Management Processes

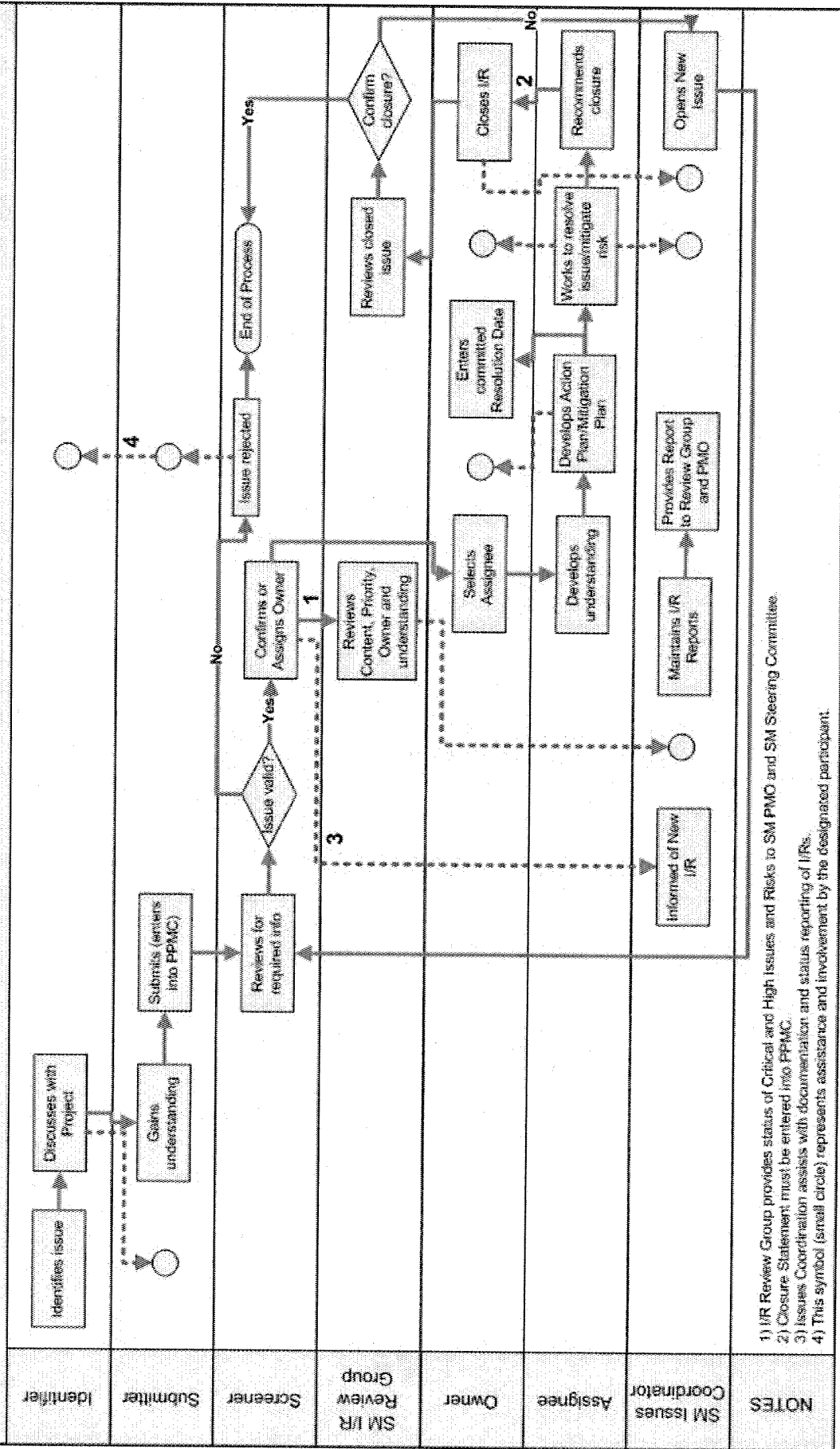
# Issue Management – Non IT process flow

## Issues Management Process Flow (Server)



# Issue Management – IT process flow

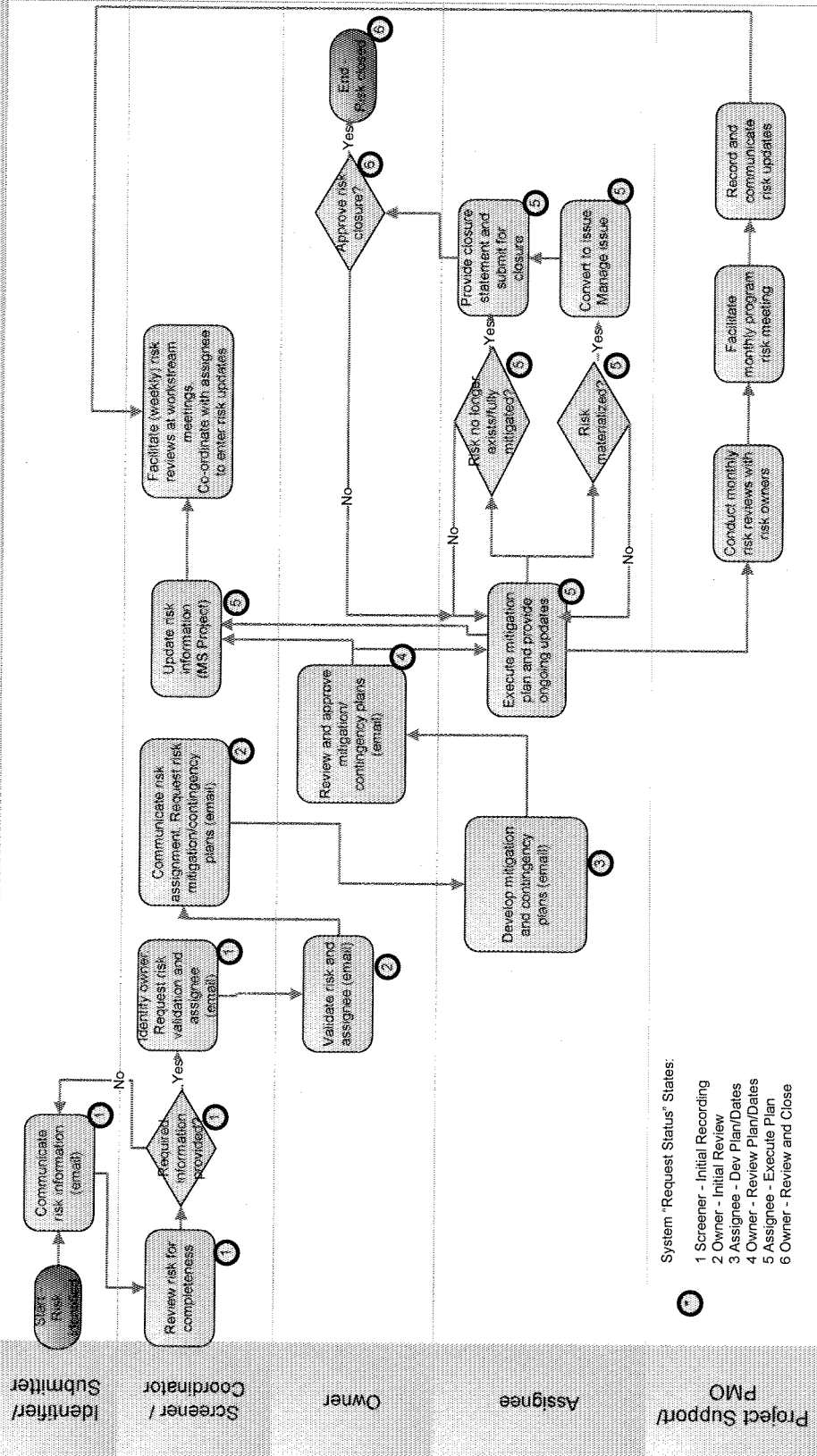
## SmartMeter Release A – Smart Rate – Issues and Risks Process - DRAFT



# Project Risk Management

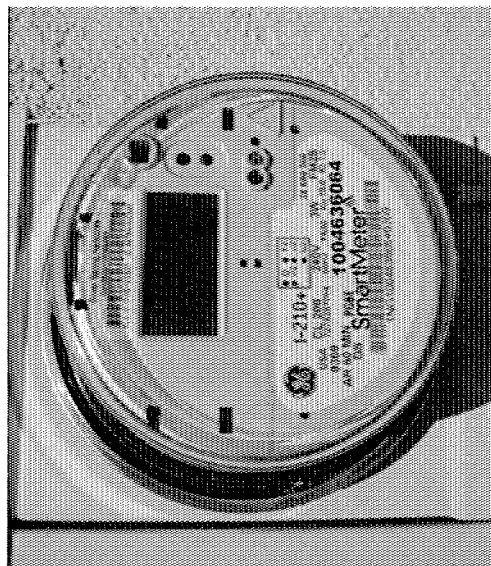
PG&E  
SmartMeter™

## Risk Management Process Flow – Draft (MS Project)

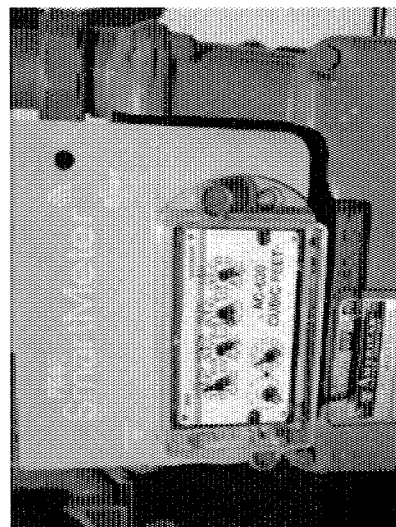




# Pacific Gas and Electric Co.



## SmartMeter™ Radio Frequency Presentation



August 16, 2010



# SmartMeter™ RF Presentation

- Electromagnetic Energy
- FCC Safety Limits
- PG&E SmartMeter™ Devices

# Electromagnetic Energy

