

PACIFIC GAS AND ELECTRIC COMPANY
General Rate Case 2011 Phase I
Application 09-12-020
Data Response

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PG&E Witness:	Steve Leder	Requester:	Dao Phan

SUBJECT: KNOWLEDGE MANAGEMENT

QUESTION 1

Please explain how PG&E dealt with tacit knowledge loss due to employee retiring or employee leaving the company in the last 10 years.

ANSWER 1

Prior to 2004, knowledge loss and knowledge management were handled on a case-by-case basis throughout the organization. In 2004, PG&E launched a program called Knowledge Management Initiative (KMI). KMI was launched as a result of PG&E recognizing the potential to lose critical knowledge through retirement of key personnel. The KMI team assessed the demographics of the PG&E workforce to identify the high-risk areas. The team then sat down with leadership to identify, of the positions with high percentages of employees eligible for retirement, which were the most critical business functions. In summary, the two criteria considered to identify high risk positions:

1. Jobs where a large % of employees were eligible for retirement; and
2. Jobs where the employees held a large amount of knowledge critical to the organization.

Technical writers conducted 2-3 interviews with each employee in a critical function to capture their knowledge in a "Knowledge Notebook". The KMI team also collected key tools and resources from the critical functions as supplemental resources. All the information collected through this process was posted on an intranet site for future reference.

The work resulted in approximately 120 job profiles being captured and stored. The information included in the Knowledge Notebooks provided introductory information on the critical functions, but did not encompass all tacit and technical knowledge needed to be effective in the position. KMI was discontinued in 2006.