

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

PG&E Data Request No.:	DRA_242-03		
PG&E File Name:	GRC2011-Ph-I_DR_DRA_242-Q03		
Request Date:	March 29, 2010	Requester DR No.:	DRA-242-DAO
Date Sent:	April 12, 2010	Requesting Party:	DRA
PG&E Witness:	Steve Leder	Requester:	Dao Phan

SUBJECT: KNOWLEDGE MANAGEMENT

QUESTION 3

In the past 10 years, has PG&E attempted to deal with tacit knowledge loss with an approach similar to the one described on pages 20-5 and 20-6 of PG&E-3, Chapter 20? If so, please explain and identify the total costs associated with that attempt.

ANSWER 3

Please see the response to Question 1 of this data request for the previous activities regarding knowledge management at PG&E. Below are the costs associated with the KMI program:

Year	Costs
2002*	\$38,339
2003*	\$107,497
2004	\$142,974
2005	\$198,008
2006	\$25,713

*Note: Costs in 2002 and 2003 were associated with research and piloting of the KMI process. The official launch of the initiative did not take place until 2004.