

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

PG&E Data Request No.:	DRA_241-01		
PG&E File Name:	GRC2011-Ph-I_DR_DRA_241-Q01		
Request Date:	March 29, 2010	Requester DR No.:	DRA-241-DAO
Date Sent:	April 8, 2010	Requesting Party:	DRA
PG&E Witness:	Steve Leder	Requester:	Dao Phan

SUBJECT: KNOWLEDGE MANAGEMENT

QUESTION 1

Please provide a copy of the M&C pilot project and the results of that project as referenced in PG&E's response to DRA143, Q. 15 (e)

ANSWER 1

PG&E objects on the grounds that the question asks for actual 2009 data, which is not the basis for PG&E's 2011 GRC request. Notwithstanding the foregoing, and without waiving PG&E's right to object to the admissibility of the requested information into evidence, PG&E responds as follows.

The M&C pilot project for the knowledge management program, conducted in 2009 and the beginning of 2010, consisted of the following work:

- Conducted benchmarking with other companies on their knowledge management programs,
- Developed risk assessment guide,
- Conducted knowledge transfer presentations to M&C leadership (directors, superintendents, and supervisors) and interviewed leaders who felt they may have had employees with critical tacit knowledge,
- Conducted risk assessments, and
- Reported results to the M&C leadership.

The detailed results of the pilot are shown in attachment GRC2011-Ph-I_DR_DRA_241-Q01Atch1.xls. The numbers shown in the attachment vary from those previously reported due to additional validation performed after all risk assessments were completed.