



Knowledge Transfer

**SC Budget and Control Board
Human Resources Division**

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The “Knowledge Issue”

- Experienced staff are leaving
- Middle management ranks are thin
- Recruiting new talent can be difficult
- Not a priority in many organizations

CPS Human Resources Study

- Challenge – Replacing boomers with qualified staff
- Policies on recruitment, hiring, training and development, career mobility, knowledge management, etc. need to change

The Priority: Knowledge Transfer

- The process of sharing knowledge between one person and another

- Captures institutional memory

Types of Knowledge: Explicit

- **Information** that is organized in a particular way for future retrieval; e.g., documents, databases, spreadsheets, procedures manuals, checklists

Types of Knowledge : Tacit

Knowledge that people carry in their heads. It is difficult to access and most people are not even aware of what they possess or how it is of value to others. It provides context for ideas, experiences, people, and places and is not easily captured.

Knowledge Transfer/ Management Strategies

- Best Practices
- Communities of Practice/Interest
- Documenting Processes
- Document Repositories
- Job Aids
- Job Rotation
- Job Shadowing
- Knowledge Audits
- Knowledge Fairs and Open Forums
- Knowledge Maps/Inventories
- Learning Games
- Lessons Learned Debriefing
- Mentoring
- Storytelling
- Structured On-the-Job training

Developing a Knowledge Transfer Plan

Where to start

- Identify areas where significant loss of knowledge and skills will be occurring in the near future
- Identify “high value” knowledge and skills - core business processes or programs most vulnerable to turn over
- Based on the above criteria, select a function(s) in your organization that would benefit from knowledge transfer.

Identify Staffing Levels and KSA's

- How will services change (expand/downsize)?
- Will reorganization, process improvement or technology impact staffing levels ?
- How will staffing patterns change?
- How will KSA's change?

Project Anticipated Knowledge and Skills Gaps

- List critical staffing, knowledge and skill gaps that exist or will exist due to retirements and potential turn-over.

Select most feasible knowledge transfer strategies

Develop a Plan

- Sponsor plan
- Engage key stakeholders
- Develop a knowledge transfer plan
- Communicate the plan
- Implement and monitor
- Evaluate and revise