

Knowledge Transfer: A Toolkit that Works



Knowledge Capture: A Toolkit that Works For Water & Waste Water Utilities

Workshop Objectives

- ▶ Introduce a case study showing how one organization – the Sacramento Municipal Utility District – designed and deployed a Knowledge Capture Toolkit company-wide.
- ▶ Orient participants to a wide variety of strategies for capturing and transferring knowledge
- ▶ Give participants an opportunity to practice applying Knowledge Transfer Toolkit components to a critical role at your organization
- ▶ Familiarize participants with the elements of a knowledge transfer action plan

Presenter Bio

Gabe Lewall is a Senior Learning & Development Specialist with the Sacramento Municipal Utility District. He led a cross-functional task force that developed and deployed a practical toolkit designed to help SMUD capture and transfer expert knowledge. Gabe has over 17 years of experience in human resource management. He earned a Master's in Human Resource Management at Chapman University and Master's in Instructional Design at the University of Massachusetts-Boston. Gabe can be reached at gabriel.lewall@smud.org or 916.732.6094.

SMUD at a Glance

- Nation's 6th-largest community-owned electric service provider
- 50% of power from non-carbon-emitting sources
- The first large California utility to receive more than 20% of its energy from renewable resources
- For the 12th consecutive year, in 2014 SMUD was 1st in California & 2nd in the nation in the J.D. Power & Associates survey of residential customer satisfaction & 1st in the nation among business customers.
- 2,200 employees
- 1.4 million residents in 900 square mile service territory

Types of Knowledge

Explicit Knowledge	Tacit Knowledge
<ul style="list-style-type: none">• Formal• Systematic.• Can be easily communicated & shared.• Typically has been documented	<ul style="list-style-type: none">• Difficult to formalize• Not easily expressed• Difficult to communicate to others• Highly contextual / situation-specific

Knowledge Management Defined

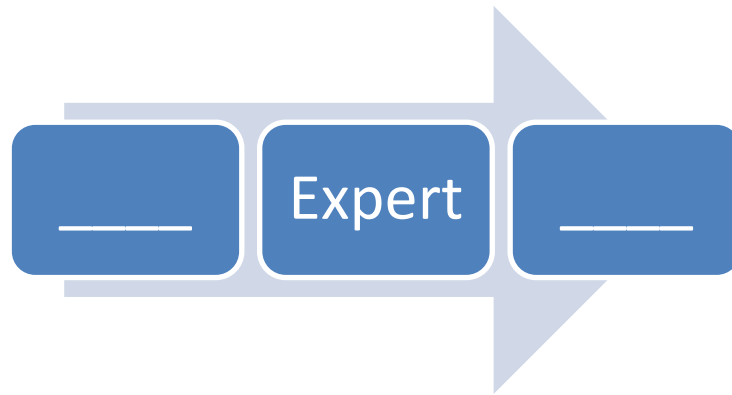
Knowledge management is the discipline of enabling individuals in an organization to collectively _____, _____, and _____ knowledge to achieve business objectives.

- Accenture

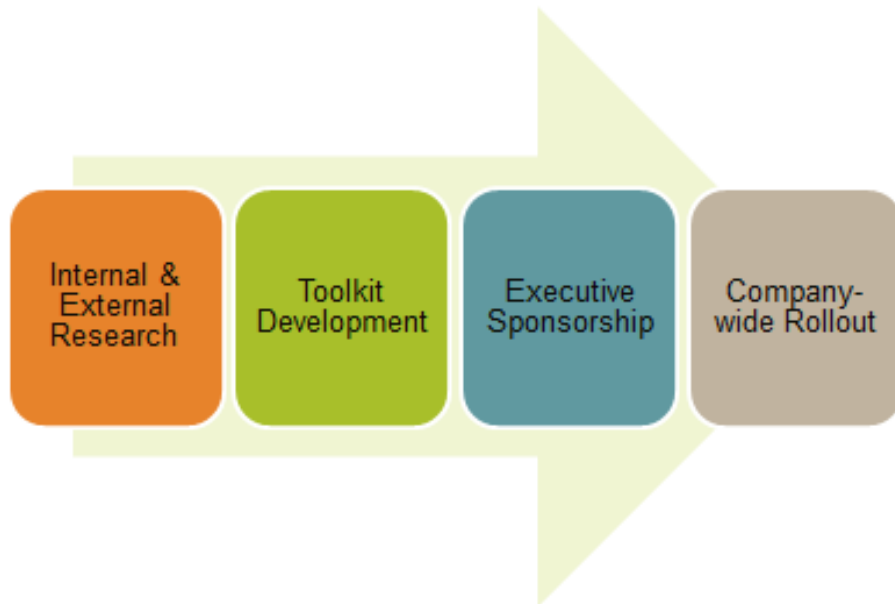
Knowledge Management Process




When to Harvest Knowledge



SMUD's Knowledge Capture Initiative





SMUD's Knowledge Capture Initiative




The diagram shows a process flow starting with 'Internal & External Research' in an orange box, followed by three grey boxes: 'Toolkit Development', 'Executive Sponsorship', and 'Company-wide Rollout', all contained within a large light green arrow pointing right.

- **Internal** research to uncover
 - Current approaches
 - What’s working
 - Challenges
- **External** research to identify
 - Industry best practice leaders
 - Benchmarking of SMUD to others
 - Existing tools to leverage
- Timeframe: Approx. 6 mos




The diagram shows a process flow starting with 'Internal & External Research' in a grey box, followed by 'Toolkit Development' in a green box, then 'Executive Sponsorship' and 'Company-wide Rollout' in grey boxes, all contained within a large light green arrow pointing right.

- Practice leader interviews
- Formation of cross-functional team
- Toolkit design & development
- Beta testing & feedback




SMUD's Knowledge Capture Initiative



The diagram shows a four-step process flow: 'Internal & External Research', 'Toolkit Development', 'Executive Sponsorship', and 'Company-wide Rollout'. The 'Toolkit Development' step is highlighted in a dark green box, and a large green arrow points from left to right across the steps.

- Practice leader interviews
- Formation of cross-functional team
- Toolkit design & development
- Beta testing & feedback

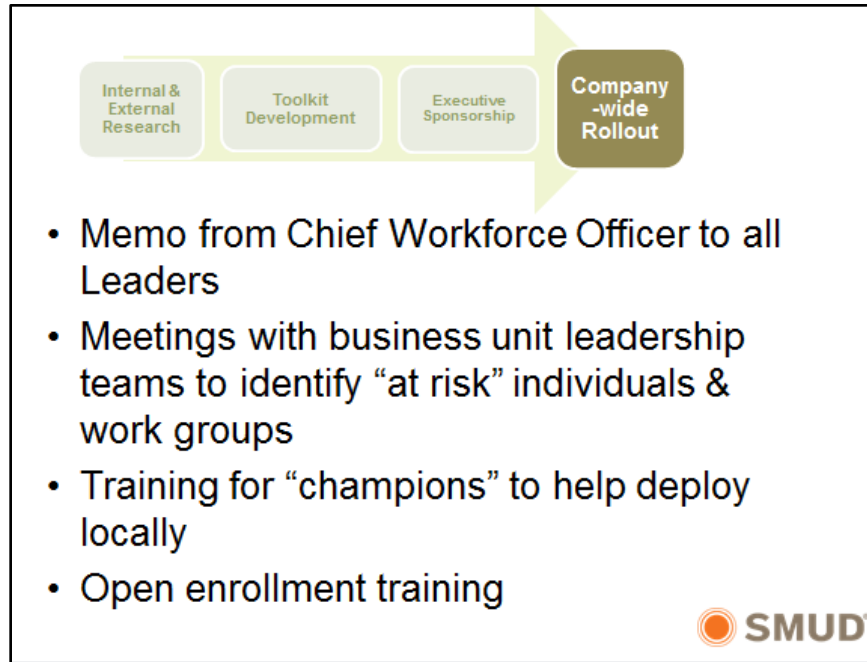


The diagram shows a four-step process flow: 'Internal & External Research', 'Toolkit Development', 'Executive Sponsorship', and 'Company-wide Rollout'. The 'Executive Sponsorship' step is highlighted in a dark teal box, and a large teal arrow points from left to right across the steps.

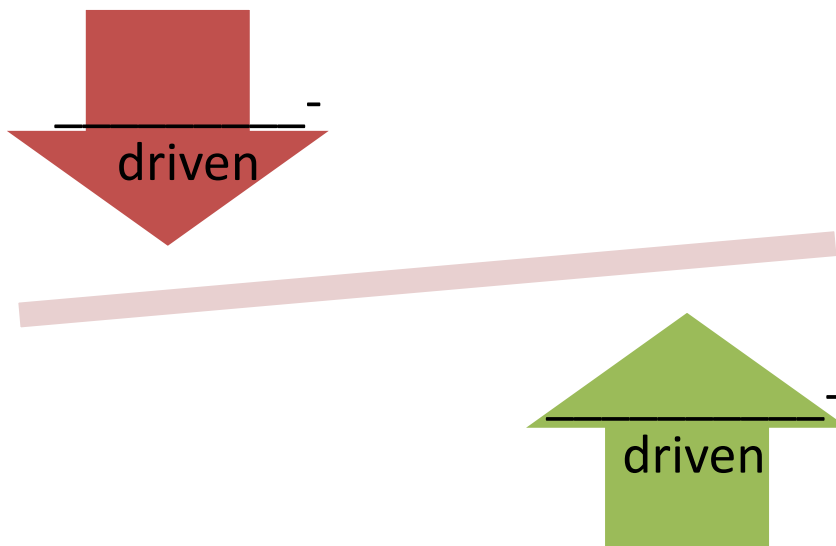
- Pre-briefings with HR Manager & Chief Workforce Officer
- Presentation to Executives outlining
 - Business Case - “Why Now?”
 - Process - “What to do about it?”
 - Needed Support (all levels of leadership)



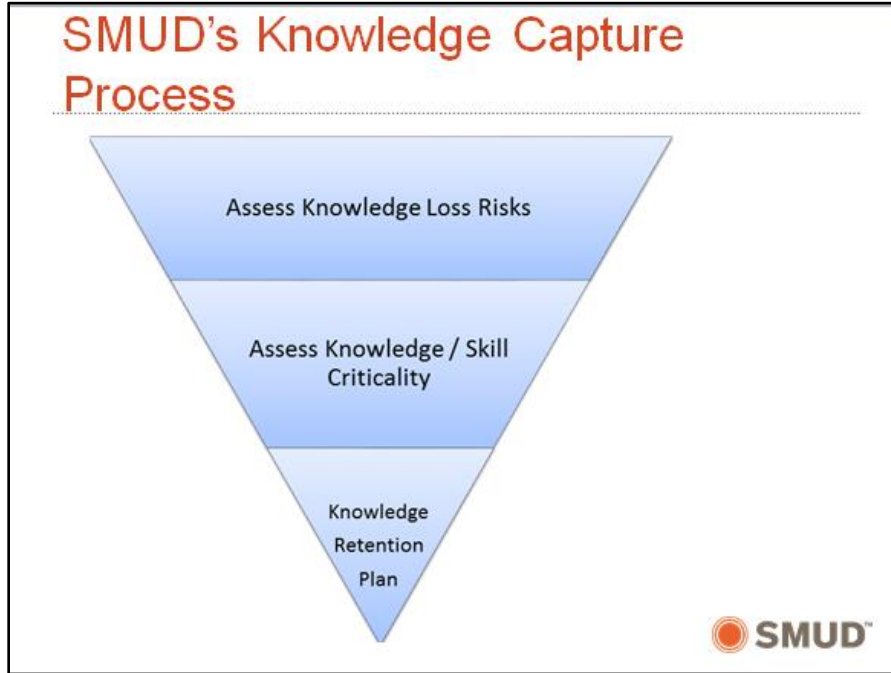
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A two-pronged approach



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Application Activity: Rollout Approach

Approach to developing & rolling out a knowledge capture program/initiative?	Key drivers for knowledge capture at your organization?
Potential concerns / barriers?	Ideas to address concerns?

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Knowledge Capture Toolkit

STEP 1: Complete Knowledge Loss Risk Assessment

Purpose: Identify individuals at greatest risk of departing with critical/unique knowledge or skills.

Who Completes Step: Management



Knowledge Capture Toolkit

STEP 1: Knowledge Loss Risk Assessment

Position Risk X Departure Risk = Total Risk
(1-5 Rating) (1-5 Rating) Factor



Application Activity: Assessing Knowledge Loss Risks

<p>What would make a position “high risk” for knowledge loss where you work?</p>	<p>Greatest departure risks?</p>
<p>Factors you would want to consider when assessing who is most at risk for loss of critical skills/know-how?</p>	

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Knowledge Capture Toolkit

STEP 2: Complete Knowledge / Skill Criticality Assessment

Purpose: Identify what knowledge / skill is most "at risk"

Who Completes Step:

- Option 1: SME only
- Option 2: SME + Supervisor



Knowledge Capture Toolkit

STEP 2: Knowledge / Skill Criticality Assessment

Ratings of:

Importance X Rarity X Documentation
(1-5) (1-5) (1-5)



Application Activity: Assessing Knowledge/Skill Criticality

In your organization, how would you define...

<p>“High” vs “low” importance skill/knowledge areas</p>	<p>“High” vs “low” rarity for skill / knowledge areas</p>
<p>“High” vs “low” levels of documentation</p>	<p>Other factors to consider when assessing which areas of expertise or skill should be the priority?</p>

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Knowledge Capture Toolkit

STEP 3: Create a Knowledge Retention Plan

Purpose: Identify **who** will do **what** by **when** & current **status**.

Who Completes Step: SME + Supervisor



Knowledge Capture Strategies

Knowledge Retention Plan

Interviews

Knowledge Capture Strategies

Documentation

Examples:

- Manuals
- Checklists
- Inventories
- Job Aids
- Handbooks
- Diagrams & flow charts
- Procedure guideline

Job Shadowing

After Action Review

1. Initial Objective
2. Reality
3. What we learned
4. Goals
5. Experiments

Communities of Practice

Application Activity: Knowledge Capture Tactics & Plans

<p>Which of the knowledge capture tactics would you likely rely on for knowledge capture/transfer? Why?</p>	<p>Other tactics for knowledge capture?</p>
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Resources

BOOKS

1. *Lost Knowledge: Confronting the Threat of An Aging Workforce* by David DeLong
2. *Deep Smarts: How to Cultivate & Transfer Enduring Business Wisdom* by Dorothy Leonar & Walter Swap
3. *If Only We Knew What We Know: The Transfer of Internal Knowledge & Best Practices* by Carl O'Dell & C. Jackson Grayson

WEBSITES

1. Inside Knowledge Magazine - www.ikmagazine.com
Contains resources related to both technology-oriented solutions to KM as well as human –centered solutions (e.g. CoPs, interviews).
2. Knowledge Management World - www.kmworld.com
Emphasis on technology solutions, social networking, customer knowledge management, CRM, content management, records management, web self service, & business process documentation.