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A Briefing on Knowledge Retention

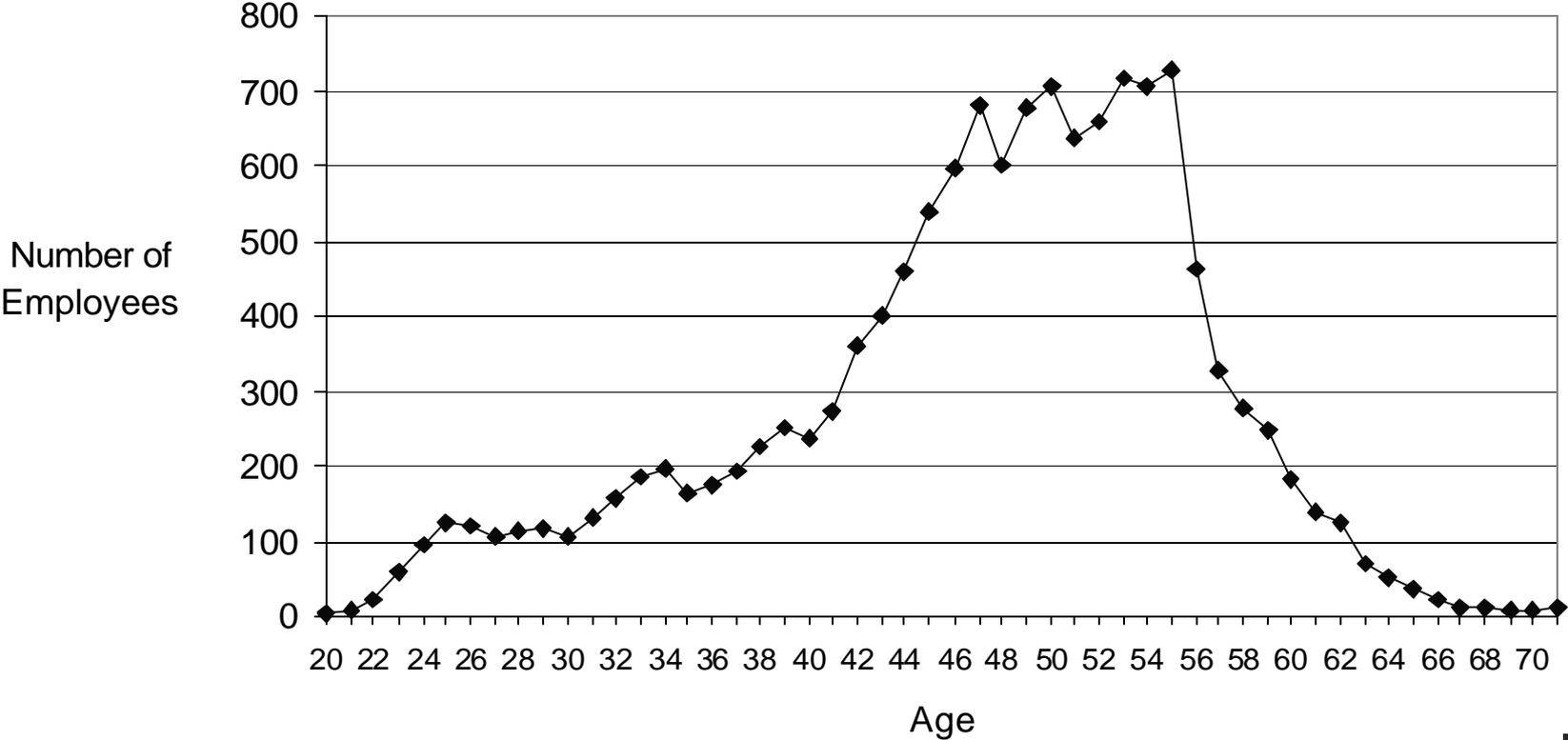
***Capturing Knowledge Before It
Walks Out the Door***

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The Attrition Challenge

An Aging Workforce Nearing Retirement



The Attrition Challenge

An Industry-wide Issue

■ 50% to lose 50% in 5 years

- 📄 50% of utilities are faced with 50% or more of their workforce retiring in the next five years

■ 90% have a problem ... 30% have a plan

- 📄 Interviewed representatives of 21 energy companies
- 📄 Over 90% report attrition as an important or emerging issue
- 📄 Only 30% report having a plan to address the issue

■ Ample anecdotal evidence

- 📄 Including explicit plans to recruit replacements from other utilities

Facing the Attrition Challenge

Tools: Knowledge Retention Process

- Attrition identified as critical topic by Training Managers' Forum, 1999.
- Process developed and piloted in TPS.
- Currently deployed in TVAN
- Subteam examining for possible revision and extension.

Approaches to Knowledge Management

8 KM Responses

- External Best Practice Sharing
- Internal Best Practice Sharing
- Competitive Intelligence (CI)
- Knowledge of Customers
- Innovation & Creation of New Knowledge
- Intellectual Capital and CI protection
- Avoidance of Knowledge Loss Through Attrition
- KM Information Technology Tools

Approaches to Knowledge Management

8 KM Responses

External Best Practice Sharing

- Benchmarking Plan & Goals
- Benchmarking Study Coordination
- Benchmarking policies, processes, protocol, ethics
- Best Practices Data Base(s)
- Contacts Data Base
- Benchmarking Training
- Use of Professional Researchers & Tech Library
- Coordination of purchased information
- Trip coordination & debriefing
- Net-based access to benchmarking resources

Knowledge of Customers

- Coordination of Information Gathering
- Customer Information Databases(s)
- Analysis & use of Information
- Net-based Access

Internal Best Practice Sharing

- BP Sharing Initiative, Plan, & Goals
- Communities of Interest
- Best Practices Data Base(s)
- Designated Experts Network
- Knowledge Map
- Culture of Sharing Training/Orientation
- Structural incentives to share BPs
- Net-based access to BP resources

Intellectual Capital & CI Protection

- Intellectual Capital Inventory
- Safeguards & Valuation Assessment
- Intellectual Capital policies, processes, protocol, ethics
- IC Training /Orientation
- Net-based IC inventory

Competitive Intelligence

- CI Plan & Goals
- Coordination of CI Gathering & Studies
- CI policies, processes, protocol, ethics
- CI Data Base(s)
- CI Analysis & Reporting Capability
- CI Training /Orientation
- Input mechanisms
- Coordination of purchased CI information
- Net-based access to CI resources

Innovation & Creation of New Knowledge

- Determine high-return problems/opportunities
- Establish Knowledge Creation/Innovation projects
- Creativity & Innovation training

Avoidance of Knowledge Loss through Attrition

- Establish Loss-Prevention Projects
- Loss-Prevention Plans & Goals
- Identification of Critical At-Risk Knowledge
- Identification of Key Individuals
- Recording and Codification of Explicit Knowledge
- Transfer of Tacit Knowledge through Mentoring
- Net-based access
- Networks of Designated Experts

KM Information Technology Tools

- Search Engines
- Data Mining
- Internet / Intranet
- Knowledge Mapping
- Documents / Records Management
- Intelligent Agents
- Collaborative Tools

Facing the Attrition Challenge

Critical Management Issues

- Focusing on the critical positions where knowledge loss is the greatest threat
- Identifying and prioritizing the specific knowledge and skills at risk
- Developing concrete, actionable responses to mitigate this loss.

The Knowledge Retention Process

Three main questions:

- 1.** Specifically, what knowledge is being lost?
- 2.** What are the business consequences of losing each item of knowledge?
- 3.** What can we do about each item?

Knowledge Retention Overall Process

Who?

- Garner support and resources
- Establish sponsors and agents
- Define near- and long-term objectives

What?

- Determine relative risks
- Identify positions/people
- Prepare interviewers and interviewees
- Conduct interviews/info gathering
- Compile lists of knowledge/skills
- Confirm

So What?

- Assess consequences of loss
- Categorize and prioritize
- Confirm

Now What?

- Identify responses
- Establish schedules, responsibilities, measures, etc.
- Approve and implement
- Monitor and extend

Knowledge Retention

A Limited Number of Responses

Codification

- Documentation & Procedures
- Checklists, Inventories, etc.
- Performance Support Systems

Education & Training

- Classroom and Simulator Training
- CBT, Video-based, and alternative delivery
- Coaching and Mentoring
- OJT / Job Rotation
- Targeted Work Assignments
- Apprenticeship Programs

Engineer It Out

- Process Improvement
- Update Equipment
- “Smart” tools and technology

Alternative Resources

- Agency/site/department expert
- Rotational/Visiting Staff
- Multi-skilling / Cross-training
- Contractors, part-timers, and retirees
- Communities of Practice / Networking

Knowledge Loss Through Attrition

Strategic Lessons Learned

- There is a logical process
- Focus on Critical Positions -- One job at a time
- Lots of detailed work, analysis, planning, and project management
- Limited number of ways to deal with it.
- Everyone must do their part - management, HR, supervisors, process owners, KM professionals

Knowledge Loss Through Attrition

Tactical Lessons Learned

- Clarify purpose to employees & defuse concerns
- Include newer employees as “observers”
- “How did you learn it?” enlightening
- Clusters of knowledge based on career path
- Safety and reliability/risk drive priorities
- Retirees can be a continuing resource

Knowledge Loss Through Attrition

Suspected Lessons Learned

- Less at risk knowledge than suspected
- Risk greatest in technical/operational positions and in problem solving strategies
- “Big brain” systems seldom the answer
- Redesign / re-engineering opportunities emerge
- Process can drive establishment of COIs, technology, and other responses

Retain Critical Knowledge

(Avoidance of Knowledge Loss Through Attrition)

Retain Critical Knowledge (Avoidance of Knowledge Loss Through Attrition): The process that identifies potential critical knowledge loss through attrition in the workplace and that executes plans to retain that knowledge to maximize organizational performance.

OBJECTIVE

Ensure continuity in critical institutional knowledge.

OUTCOME INDICATORS

- *Number of positions/incumbents assessed*
- *Action plans implemented*
- *Human performance errors related to knowledge*

SUB PROCESSES

- *Conduct a Knowledge Loss Risk Assessment*
- *Determine Approach to Capture Critical Knowledge*
- *Monitor and Evaluate*

INPUTS

- *Work force Plan*
- *Attrition Data*
- *Current & Anticipated Job Requirements*
- *Employees' Skills and Competencies*



OUTPUTS

- *Documentation of Critical Institutional Knowledge*
- *Sufficient Number of Employees with Critical Knowledge*
- *Re-engineered/ Eliminated/ Outsourced Skills*
- *Training Needs*
- *Mentoring Opportunities*
- *Rotational Assignment Opportunities*