

# Knowledge Transfer Management Toolkit

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**Introduction** As part of the Department of General Services (DGS) strategic and workforce planning efforts, DGS shall prepare for the exodus of key staff as the preservation of their knowledge is a vital component to the continued operation of the organization. To view DGS' strategic plan, go to the following website:  
<http://www.documents.dgs.ca.gov/dgs/strategicplan.pdf>

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**Purpose** The purpose of this toolkit is to provide information and resources that assist DGS organizations with knowledge transfer management (KTM) efforts and support the DGS strategic goals of achieving efficient and effective results and building organizational strength.

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**Definition  
(Knowledge  
Management)** “*Knowledge Management*” is a systematic approach to create, find, capture, understand, use and transfer knowledge important to the organization’s operation, mission and vision.

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**Definition  
(Knowledge  
Transfer)** “*Knowledge Transfer*” is the process to extract and transfer tacit knowledge and/or facilitate learning explicit knowledge. The knowledge must both be learned and usable in a relevant context; and if both conditions do not exist, the knowledge has not been transferred.

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**Importance** Effective KTM will ensure accumulated institutional knowledge remains within DGS even as employees depart.

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**Benefits** Some of the benefits for KTM include:

- Increases productivity
  - Increases innovation
  - Strengthens organization
  - Strengthens employee performance
  - Enhances the ability to make better decisions
  - Streamlines processes
  - Reduces re-work
  - Provides higher data integrity
  - Provides greater collaboration
  - Reduces operational costs
  - Improves customer service
  - Increases organizational efficiencies
  - Critical operations continue after staff leave
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## Challenges

Some of the challenges for KTM may include:

- Inability to recognize and/or articulate tacit knowledge
  - Geography or distance
  - Language barriers
  - Generational differences
  - No incentives for staff
  - Efforts are not easy (can be time consuming)
  - Misconceptions
  - Faulty information
  - Organizational culture (non-conducive to knowledge sharing)
  - Motivational issues
  - Lack of trust or willingness to share knowledge
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## Types of knowledge

The following describes the two types of knowledge.

- **Tacit knowledge** – Difficult to access, capture and share as individuals carry this knowledge in their heads on a subconscious level and may not communicate it often. It is considered valuable knowledge as it may provide context for experiences, ideas, people and places.
  - **Explicit knowledge** – Easy to capture and store in databases and documents (e.g. policies, procedures, and manuals).
    - ↳ Structured – Informational elements are organized for future retrieval (e.g. databases and spreadsheets).
    - ↳ Unstructured – Information is not referenced for retrieval (e.g. e-mails, images, and audio/video selections).
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## Preliminary Process – Identify & Establish Competencies

Per Department of Personnel Administration (DPA), competencies are defined as knowledge, skills, abilities and personal characteristics needed to function effectively in a specific classification. Identifying competencies for a critical classification will assist programs in selecting the right candidate to be a knowledge receiver to perform classification functions.

Prior to KTM process commencement, consider taking these preliminary actions to enhance knowledge management efforts.

1. Establish competency profiles for critical classifications
2. Identify team members through the use of competency profiles (knowledge holders and receivers)

*Note:* Review the State's competency dictionary to identify general competencies for classifications. For leadership positions, review the leadership competency development guides. Both resources are available on DPA's website at the following: <http://www.dpa.ca.gov/hr-modernization/leadership-competency-model/main.htm>

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**KTM process**

These are the KTM process step actions and responsibility roles:

<b>Step</b>	<b>Who</b>	<b>Action</b>
1. Identify knowledge type	Manager	Identify the knowledge to be captured, reason it must be captured, and its holder. (The holder should be a respected expert among peers.)
2. Determine KTM method	Manager	Determine the appropriate type of KTM method to use. A list of method strategies is provided in the block entitled “ <i>Knowledge transfer strategies list</i> ” (see page 5). If appropriate, use the “ <i>Knowledge Transfer Plan</i> ” (KTP) template to develop and monitor a knowledge delivery plan and schedule (see page 3).
3. Share/Transfer	Knowledge Holder	Share and transfer knowledge with receiver via transfer strategies and KTP (if applicable).
4. Consume	Knowledge Receiver	Absorb/consume the knowledge and put into practice.
5. Retain/Archive	Manager	Retain/archive the knowledge and methods used for lessons learned/best practices and future purposes.
6. Maintain	Manager	Ensure active knowledge is maintained with updated information.
7. Destruct	Manager	Depending on the sensitivity level, destroy the knowledge once it is deemed obsolete.

(For illustration purposes, refer to the attached “*Knowledge Transfer Management Process*” model.)

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**“Knowledge Transfer Plan” (template)**

The attached “*Knowledge Transfer Plan*” (KTP) template (instructions included therein) is a delivery planning tool used to: (1) obtain/extract detailed knowledge and role responsibilities from an individual working in (or transitioning out) of a key position; and (2) create a production schedule to capture the KTP components. The following summarizes the KTP components and information to capture therein.

Component		Information Captured
<i>Production Schedule</i>		An automated schedule (with instructions) to track the status, dates and hours required to complete components 1 – 8.
<i>Component Instructions</i>		Provides instructions to complete components 1 – 8.
1	<i>Key Contacts &amp; Relationships</i>	Identifies key contacts (internal & external) and detail on their relationship to the position’s function.
2	<i>Assignments</i>	List and description of the position’s assignments.
3	<i>Deliverables</i>	List and description of deliverables, status of work in progress and deliverables not yet started.
4	<i>Activities</i>	Identifies activities that aren’t planned or part of a deliverable or assignment.
5	<i>Meetings</i>	List of meetings regularly attended and/or coordinated by the position (e.g., date, time, purpose, objective, deliverable, etc.)
6	<i>Vital Information</i>	Catalog and storage location of vital information pertinent to this position that consists of: (1) technology, (2) processes, (3) business knowledge, and (4) supporting documents.
7	<i>Issues &amp; Risks</i>	Identifies list of active issues/risks inherent with (or observed by) this position.
8	<i>Lessons Learned</i>	Records lessons learned from the individual while in this position at the completion of a project/activity or at strategic points during an individual’s ongoing work.

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## Knowledge transfer plan (KTP) tips

Here are tips to use as guidelines in KTP development:

1. Internal knowledge transfer methods associated with other processes may already be in place. (Consider using existing methods as the foundation for new KTP development.)
  2. Formalize existing processes into a KTP (document, test and monitor).
  3. Test the KTP to ensure knowledge is successfully and effectively transferred.
  4. Monitor to ensure the KTP is effective and appropriate to the work.
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## Knowledge transfer strategies list

The following is a list of suggested knowledge transfer strategies.

- Archived material
- Benchmarking
- Better, Faster, Cheaper Process™
- Boot Camp
- Briefing Paper
- Coaching/Mentoring Programs
- Communities of Practice
- Core Competencies Inventory
- Critical Incident Reviews
- Cross Training (Position Backup)
- Desk Manuals
- Developmental Guides
- Document Repositories
- Expert Interviews
- Frequently Asked Questions
- Help Desk Formats
- Internships
- IT Solutions (informal)
- Job Aids
- Job Rotation
- Job Shadowing
- Knowledge Events
- Knowledge Maps & Inventories
- Learning Academies
- Learning Games
- Lessons Learned Debriefings
- Organizational/Future Scenario Storytelling
- Procedure Toolkits
- Process Documentation
- Question of the Day/Week
- Record Important Meetings/Events
- Retired Annuitants
- Simulation
- Structured “On-the-Job” Training
- Storyboards
- Training Modules (in-house)
- Uniform Standards
- User Guides
- Webinars

**Note:** Descriptions and examples for the above strategies are included in the attachment entitled “*Knowledge Transfer Management Strategies (Descriptions/Examples)*.”

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## KTM effort support

Support for the KTM effort must be gained throughout various levels within the organization to maximize the likelihood of a successful knowledge transfer process. Therefore, obtaining support from the organization’s leadership can inspire and set the direction to cultivate a knowledge sharing culture through motivation and encouragement. Leaders can start by making an effort to build personal relationships with staff in order to gain trust and/or provide rewards/incentives for sharing knowledge.

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## Attachments and templates

The following are included to support KTM process efforts:

### **Attachments:**

- KTM Process Model
- KTM (Descriptions/Examples)

### **Delivery Planning Template:**






- Knowledge Transfer Plan

### **Transfer Strategy Templates:**

- Briefing Paper
  - Core Competencies Inventory Matrix
  - Critical Incident Reviews
  - Learning Academy Process Flow Chart (Master)
  - Lessons Learned Debriefings
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## References

For further information on KTM efforts, a list of references used during the course of research is provided below.

-  Clarety Consulting. “Knowledge Transfer Plan Template”  
<http://www.claretyconsulting.com/it/comments/free-knowledge-transfer-plan-template/2008-03-28/>
  -  State of Alaska, Division of Personnel. “Knowledge Transfer Concepts”  
<http://dop.state.ak.us/iscsi/fileadmin/StatewidePlanning/doc/KnowledgeTransferConceptsPresentation.ppt>
  -  State of California, Department of Personnel Administration. “Workforce Planning”  
<http://www.dpa.ca.gov/personnel-policies/workforce-planning/strategies-and-solutions.htm>
  -  State of New York, Knowledge Management Workgroup. “Knowledge Management/Transfer”  
<http://www.cs.state.ny.us/successionplanning/workgroups/knowledgemanagement/knowledgemanagettransfer.html>
  -  Wikipedia. “Knowledge Transfer”  
[http://en.wikipedia.org/wiki/Knowledge\\_transfer](http://en.wikipedia.org/wiki/Knowledge_transfer)
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**Contact  
information**

Contact the following for information or to request copies of the KTM attachments and/or templates:

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