

# *Implementing a Practical Knowledge Transfer Program*

Patrick Ibarra, The Mejorando Group



mejorando group



bay area water/wastewater workforce reliability

# Today's Presenter



## **Patrick Ibarra**

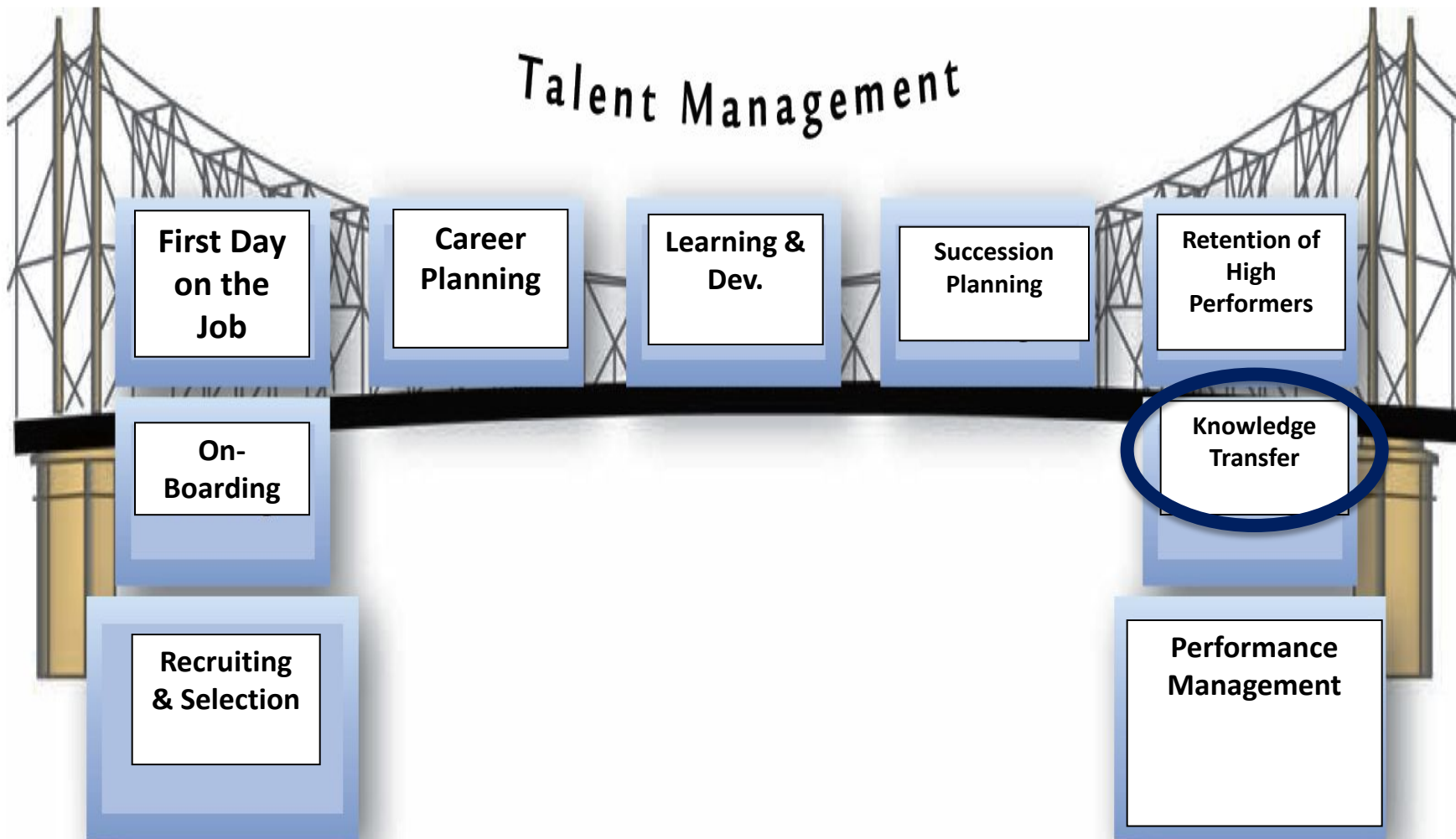
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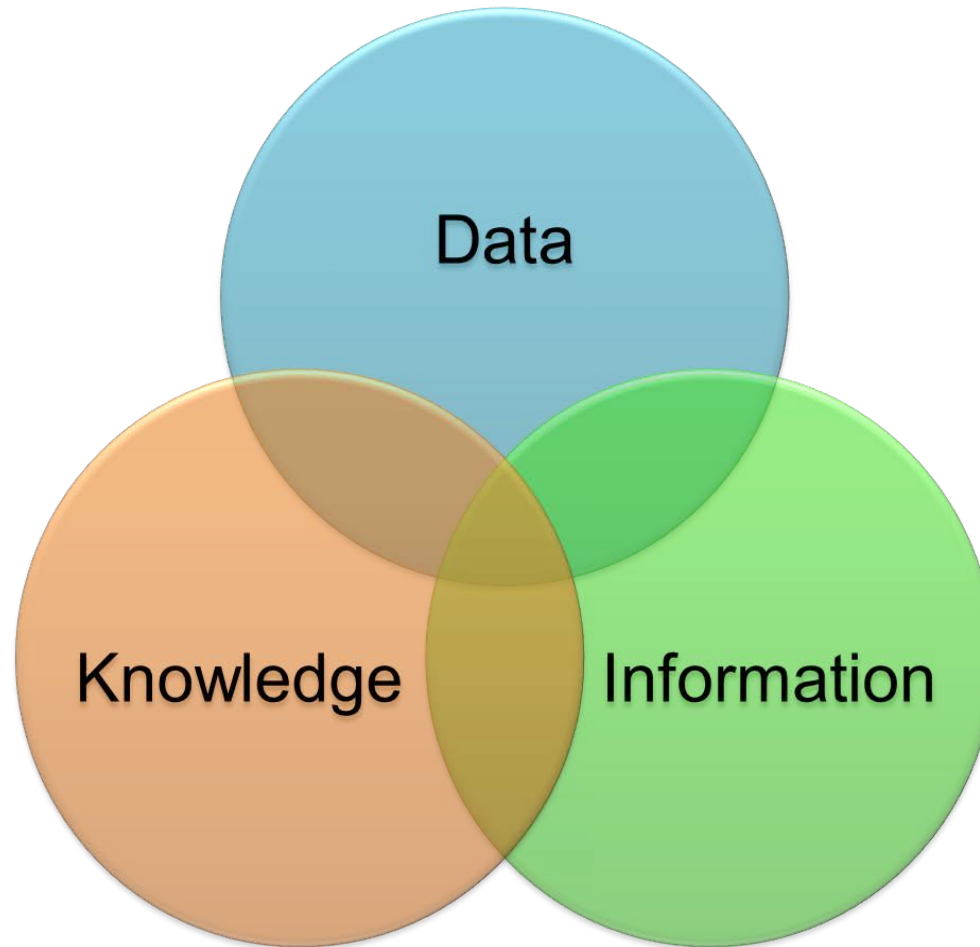
# Talent Management



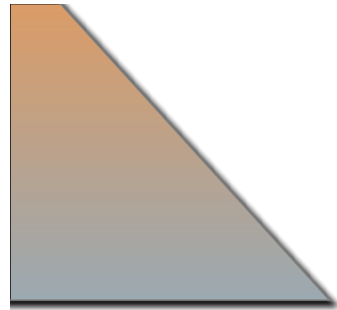
# Knowledge Transfer: Drivers

1. **Size of workforce**
2. **Explosion of technology**
3. **Potential loss of tacit knowledge and impact on service and operations**
4. **Competitive marketplace and demographic changes – impacts on recruitment and retention**
5. **Employee Retention *not* the same as Knowledge Retention**
6. **Increasing service demands**

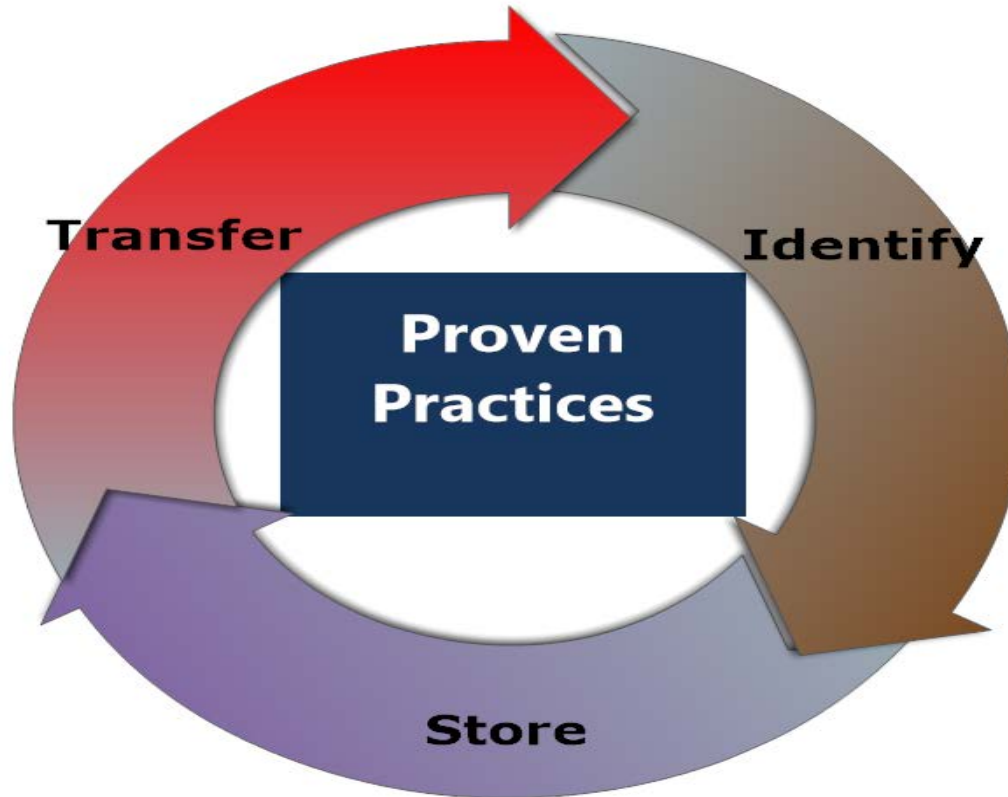
# Terminology



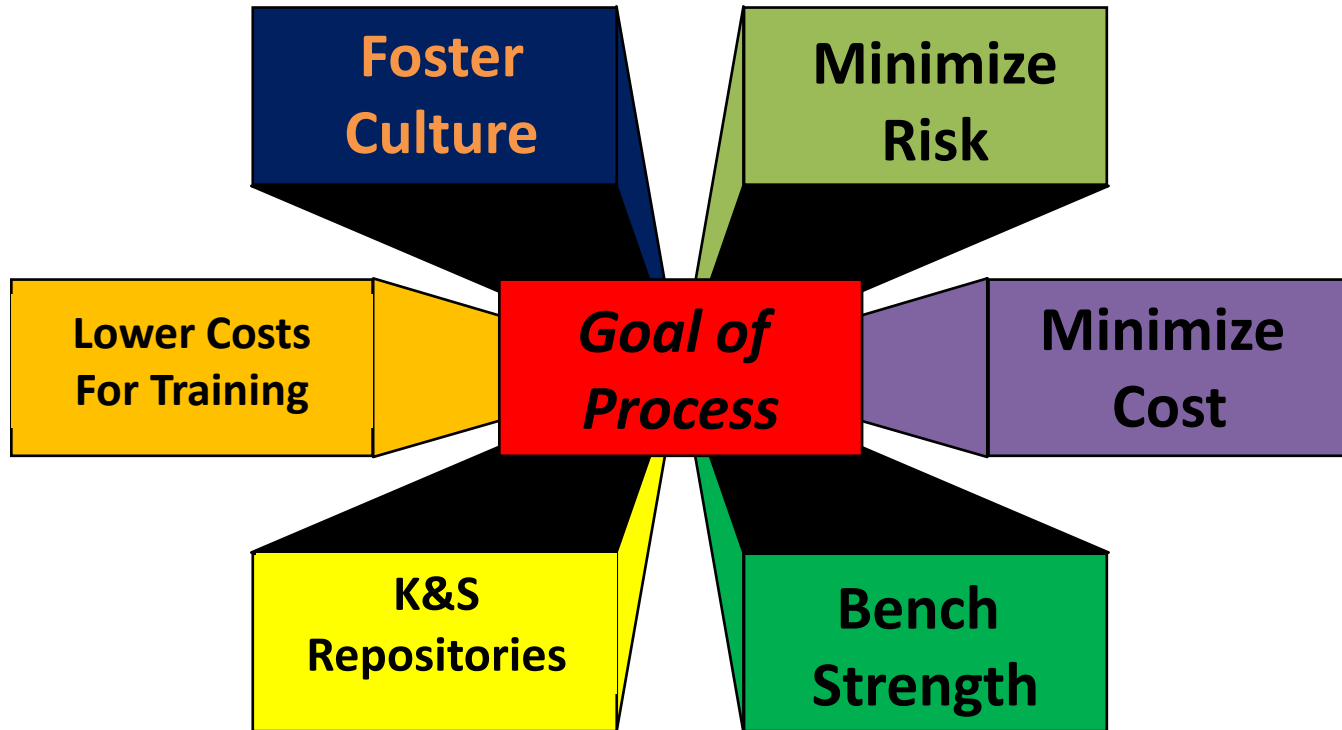
# Types of Knowledge



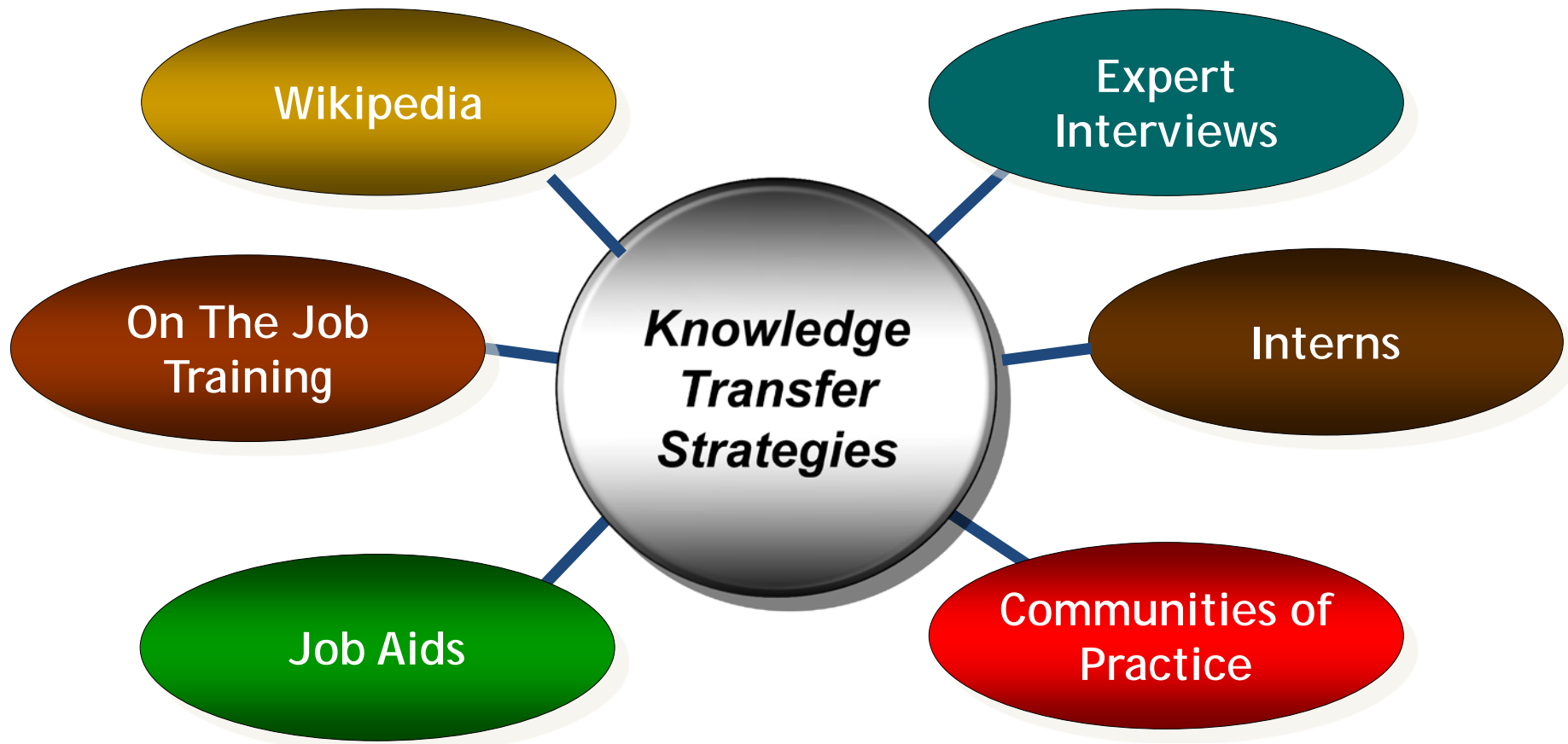
# Knowledge Management



# Knowledge Retention







# Expert Interviews

- **Sessions where one or more people, who are considered experts in a particular subject, program, process, policy, etc., meet with others to share their knowledge.**
- **Example: All levels**
- **Benefits**
- **When to use**
- **How to use**

# Communities of Practice

- **Is a group of individuals, sharing a common working practice over a period of time, though not necessarily a part of a formally constituted work team.**
- **Example: Field Workers**
- **Benefits**
- **Obstacles**
- **When to Use**

# Job Aids

- **Include things such as checklists, flow diagrams, reference tables, decision tree diagrams, etc., that provide specific, concrete information to the user and serve as a quick reference guide to performing a task.**
- **Example – Several agencies using**
- **Benefits**
- **When to use**
- **How to use**

# On-The-Job Training

- **Any kind of instruction that takes place at the actual job site and involves learning tasks, skills, or procedures in a hands-on manner.**
- **Examples – Entry level and non-supervisory**
- **Benefits**
- **Obstacles**
- **When to use**

# Wikipedia

- **A wiki is a collaborative website that provides an easy way for people to upload and edit information online.**
- **Benefits**
- **Obstacles**
- **When to use**
- **How to use**

# Outcomes

- 1. Continue your organization's "way of doing business"**
- 2. Transfer high value knowledge**
- 3. Minimize loss of knowledge**
- 4. Build internal bench strength**
- 5. Create knowledge repositories**
- 6. Cohesive strategy**
- 7. Systematic and replicable approach**

# Next Steps for You...

- 1. Create a sense of urgency**
- 2. Appoint a knowledge champion**
- 3. Start with “critical” knowledge**
- 4. Begin on a small scale – Pilot**
- 5. Move along multiple fronts**
- 6. Leverage existing approaches**
- 7. Provide help throughout the organization quickly**



# The Mejorando Group

- *Who are we?* Change and Organizational Effectiveness Services
- *What do we do?* Partner with leaders to implement solutions that improve organizational performance.
- *How do we do that?* We provide expertise in:
  - **Succession Planning & Knowledge Transfer**
  - Organizational Effectiveness Strategies
  - Strategic Planning
  - Leadership and Management Skills Training
- *How do you contact us?* Patrick Ibarra, 925-518-0187 or [patrick@gettingbetterallthetime.com](mailto:patrick@gettingbetterallthetime.com)
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***Our mission is to help organizations and their members “get better all the time”***

