



# Knowledge Capture at SMUD

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# SMUD at a Glance

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- Nation's 6<sup>th</sup>-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 1<sup>st</sup> in California & 2<sup>nd</sup> in the nation in the J.D. Power & Associates survey of residential customer satisfaction & 1<sup>st</sup> in the nation among business customers.
- 2,000 employees
- 1.4 million residents in 900 square mile service territory

# Challenges

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We have an **aging workforce** and face a significant **brain drain**.

- Within the next 4 years, **46%** of all SMUD employees will become eligible to retire.
- **30%** of SMUD managers are currently eligible to retire (55 or better + 5 yrs of service)
  - **22%** have 19+ yrs of service
- **27%** of SMUD's leads are currently eligible to retire.
- **18%** of SMUD area heads & **20%** of leads are age 55+ and have 19 or more years of service
- The average age for employees at SMUD is **46**.
- **15%** of SMUD employees have one-of-a-kind job classifications (300).

# SMUD's Approach to KM

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## Explicit Knowledge

- SharePoint
- EDM
- Shared drives
- Process maps
- Training materials

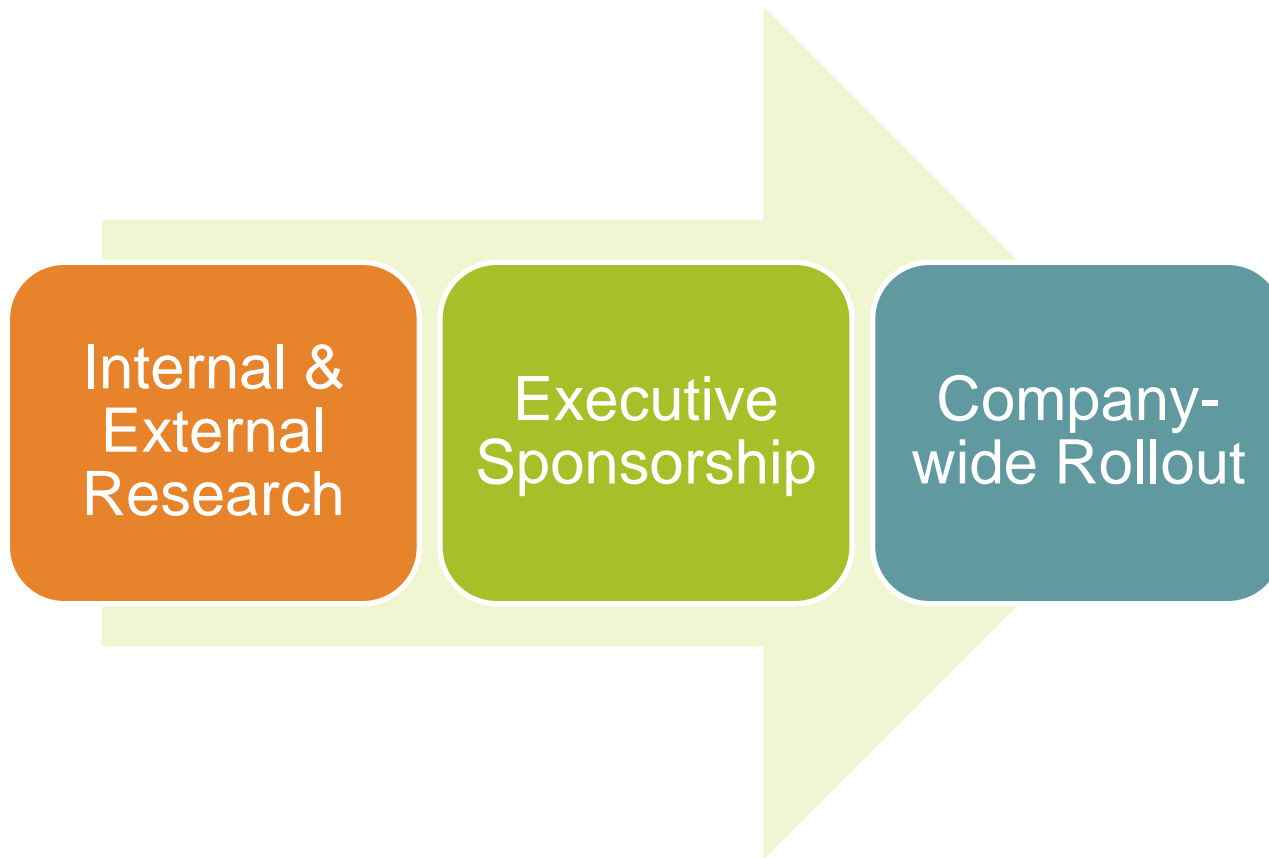
## Tacit Knowledge

?????

# Knowledge Capture Initiative

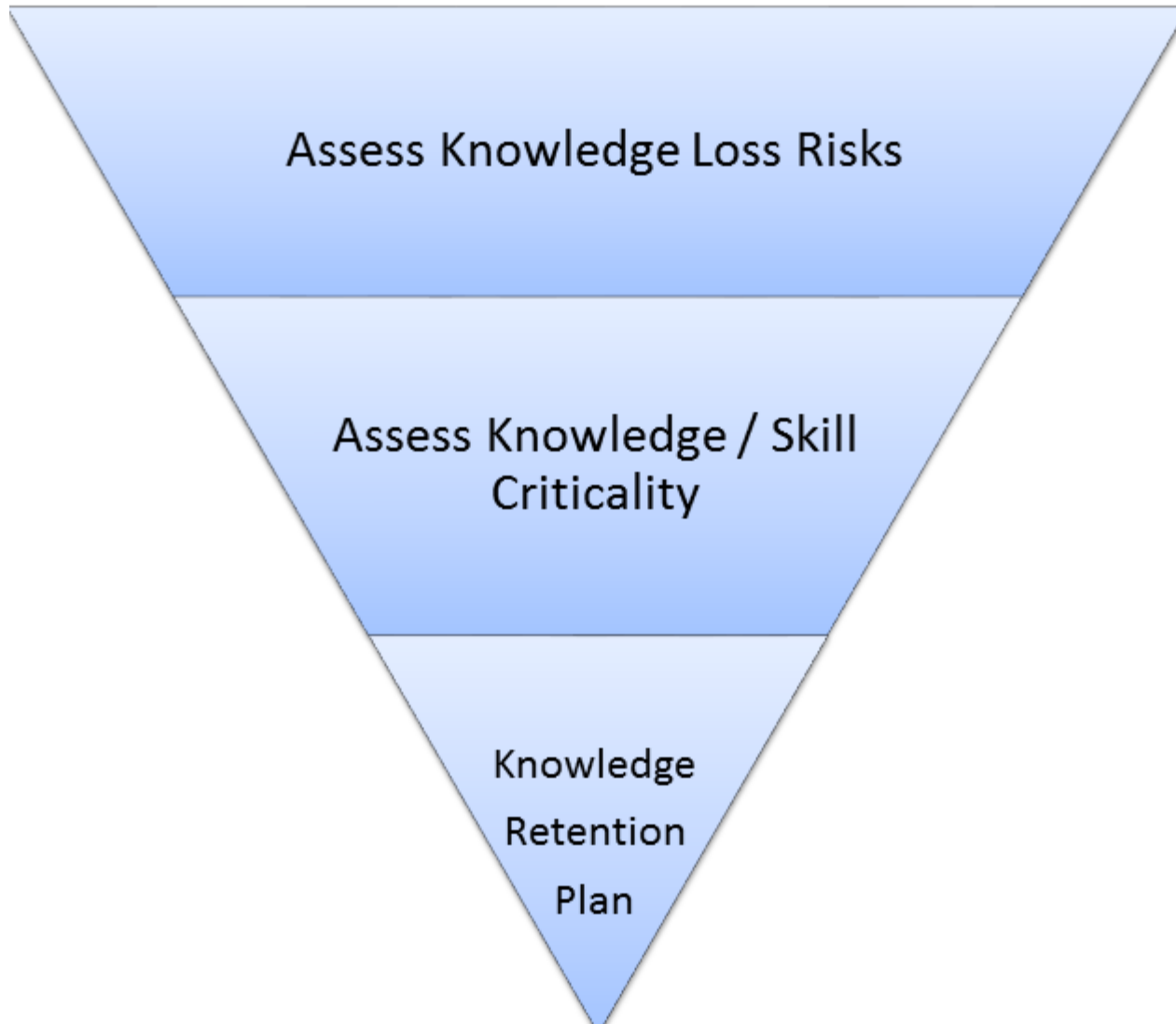
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- Initiative launched in 2009



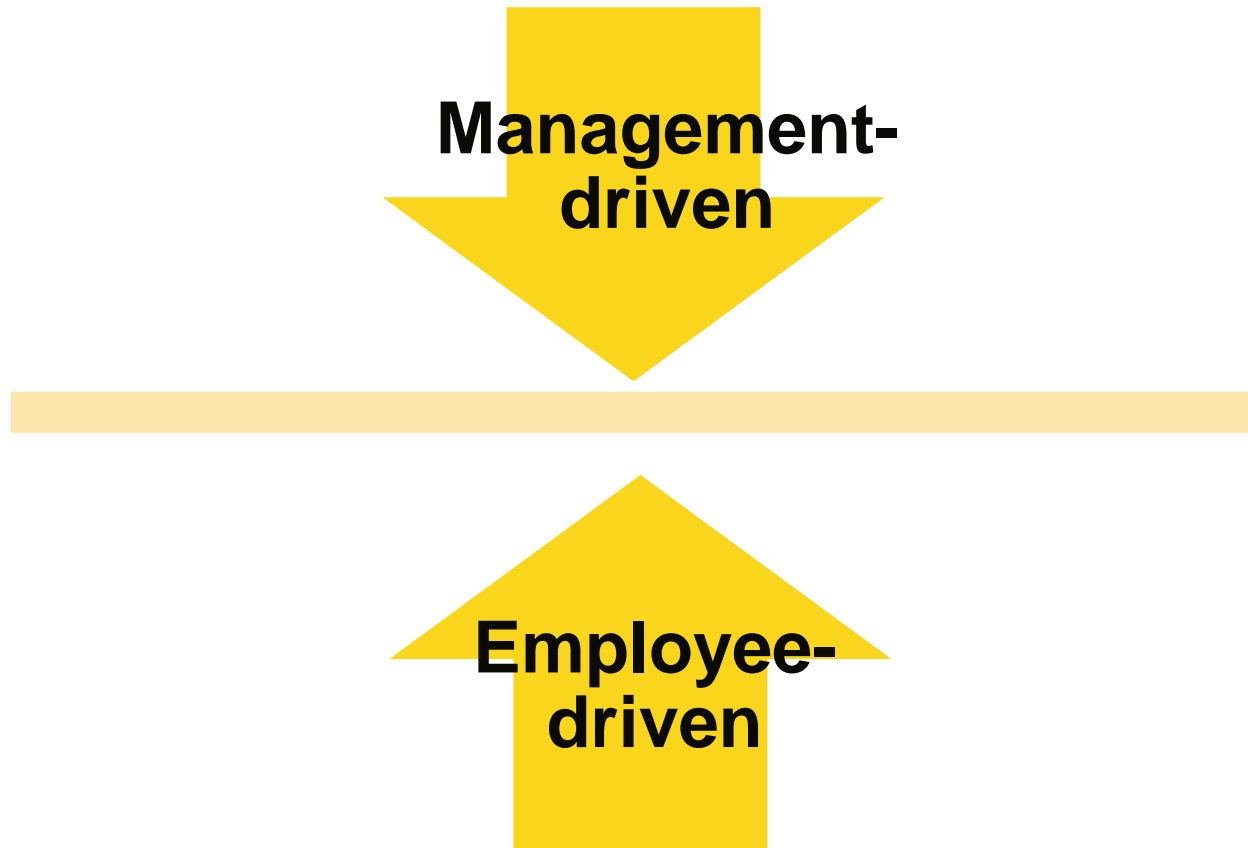
# SMUD's Knowledge Capture Process

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# Knowledge Capture Initiative

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# Management-Driven Process

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- Met with senior leaders in each business unit who identified individuals most at risk for loss of critical know-how using KC Toolkit
- Followed up with key “at risk” individuals to step through remainder of KC Toolkit (2-3 mtgs)



# Employee-Driven Option

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- Twice annually a half-day workshop is offered to employees at all levels that steps them through the KC Toolkit. Topics include:
  - Why bother
  - Barriers to knowledge capture
  - Matching knowledge capture tactics to knowledge types
  - SMUD's Knowledge Capture Toolkit: Step by Step
  - Knowledge Retention Plan
- Typically a roughly 50/50 mix between SMEs & Supervisors participate

# Knowledge Capture Toolkit

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## **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

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## STEP 1: Knowledge Loss Risk Assessment

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

# What Knowledge to Capture?

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- For those with critical/key roles, should we capture everything they know / do?



# Knowledge Capture Toolkit

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## **STEP 2: Complete Knowledge / Skill Criticality Assessment**

**Purpose:** Identify what knowledge / skill is most “at risk”

**Who Completes Step:** SME, or SME +  
Supervisor

# Knowledge Capture Toolkit

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## STEP 2: Knowledge / Skill Criticality Assessment

Ratings of:

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

# Knowledge Capture Toolkit

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## **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

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- Knowledge Retention Plan template
- Knowledge Capture Strategies Menu (30+ strategies)
- Knowledge Capture Tactics in Depth intranet site
- Knowledge Capture Interview Guide



# Sample Knowledge Capture Tactics

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- After Action Review
- Knowledge Capture Interview Guide
- Communities of Practice
- Storytelling
- Job Shadowing
- Desk Manuals

# Resources for Deployment

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## Staffing

- Organization & Workforce Development Staff
  - Learning & Performance Specialists
  - Business Partners
  - Organization Effectiveness Specialist
- Toolkits developed in-house

## Studies

- Initial cost of contracted internal & external research studies

# Outcomes

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- Consistent, structured process deployed company-wide
- 60+ Knowledge Retention Plans created for critical “at risk” SMEs
- Critical processes documented
- Smoother transitions
- Tools to address short & long-term needs

# Challenges & Lessons Learned

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## Challenges

- Prioritization
- Tracking

## Lessons Learned

- It takes a village!
- Beta test
- Make it your own
- Continuous improvement

# Helpful Resources

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- CPS – [www.cpsshr.us](http://www.cpsshr.us)
- Tennessee Valley Authority - <http://www.tva.gov/knowledgeretention/>
- *If Only We Knew What We Know*
- *Lost Knowledge: Confronting the Threat of an Aging Workforce*

# Wrap Up

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- Questions?
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