

Ohio Department of Medicaid
KNOWLEDGE MANAGEMENT/TRANSFER

3 Easy Steps

During discussions with your office leadership, your position has been identified as a critical/priority position (i.e., incumbent may be retirement eligible, incumbent possesses extensive knowledge or expertise, incumbent performs unique duties/functions) for knowledge capture and transfer. Your office would like you to participate in this process to capture the key knowledge needed to complete your daily job functions. Please use the following templates to capture this knowledge and the best way to possibly transfer it for future usage. If you have any questions as you go through this process, please Contact the EBS mailbox, [OEBS OEBS@ifs.ohio.gov](mailto:OEBS_OEBS@ifs.ohio.gov), with the subject line Knowledge Transfer. Thanks for participating.

Step 1: Complete the *Knowledge Transfer Priorities* worksheet

STEP 1			
Knowledge Transfer Priorities			
Name of Knowledge Holder Mary Manager		Position Unit Manager	
Name of Knowledge Holder's Manager Barry Winters, Bureau Chief		Projected Retirement Date 10/31/2012	
Directions:			
<ul style="list-style-type: none"> • List all areas that might be relevant • Make a copy of this form for manager • Manager and employee independently rate importance for each area • Consolidate manager's rating with own • Discuss with manager priorities, differences of opinion and agree to target transfer dates 			
Areas of Expertise and/or Knowledge	Importance Rating (Consider complexity of task, urgency to have knowledge transferred, etc.) H = Highest M = Middle L = Lowest		Target Transfer Date
	Employee	Manager	
1. Weekly Cash Handling Review	H	H	08/12/12
2. Quarterly Reporting	M	M	07/15/12
3.			

Step 2: Determine appropriate *Knowledge Transfer Strategies* for each area of expertise

STEP 2 Knowledge Transfer Strategies		
Directions:		
<ul style="list-style-type: none"> • Enter the topic(s) requiring Knowledge transfer (Note: Complete on Knowledge Transfer Strategies page for each topic) • Review the strategies below and check (✓) those that will best capture and transfer the knowledge • Add comments as needed • Identify possible recipients of the knowledge (Note: Discuss with supervisor or manager after completion) 		
Knowledge Transfer Topic Weekly Cash Handling Review	Name(s) of the Current Process Owner(s) Mary Manager	Name(s) of Transfer Recipients Unsure at this time
Knowledge Transfer Strategies and Brief Descriptions	Select Most applicable Strategies	Comments
1. Job Aids: Low tech tools such as check lists, desk manuals, and process maps designed to help people perform a task in real time with little to no training.	<input checked="" type="checkbox"/>	Develop a checklist and process maps
2. Process Documentation: A flowchart that captures from beginning to end, how the work is performed. These may take the form of a process map of linear outline and may include deviations from the norm.	<input checked="" type="checkbox"/>	
3. Best Practices: Processes and practices that have worked well in other settings that might be transferable. These practices may be identified from meetings, polling employees, or studies.	<input type="checkbox"/>	
4. Job Shadowing: Pair a less experienced employee with a veteran performer who will share knowledge, demonstrate processes, and answer questions.	<input type="checkbox"/>	
5. Document Repositories: May combine both electronic and paper documents and store them in a place that can easily be retrieved and interpreted by others.	<input type="checkbox"/>	

Step 3: Work with other stakeholders to complete a *Knowledge Transfer Plan*

STEP 3 Knowledge Transfer Plan					
Directions: Work with other stakeholders to complete the plan					
Area of Expertise and/or Knowledge	Knowledge Transfer Strategies	Subject Matter Expert(s) SMEs	Recipients	Target Completion Date	Success Measures (i.e., How will we recognize success?)
Sample Mary Manager is eligible to retire and expects to do so within 5 months. She has specialized knowledge that will be missed when she leaves.	Job Aids and Process Documentation: Mary will develop job aids such as checklists and process maps to document several standardized processes. Development Discussion: Mary will let all staff know that she is open to having a development discussion to discuss competencies, values and strengths of her staff. Of those who express interest in learning aspects of her job, she will organize several job shadowing opportunities.	Mary Sally and Jim who have similar jobs to Mary in other offices.	A formal successor for Mary is unclear at this time.	Job Aids and Process Docs by Step 1. Development Discussions by Oct. 16. Job shadowing by Nov. 15.	Mary will review job aids and process documents with all of her staff. Staff will be able to follow the processes using the job aids. Several staff step forward expressing interest in job shadowing. Learning objectives are set and shadows are able to demonstrate performance of the process.

STEP 1 Knowledge Transfer Priorities

Name of Knowledge Holder	Position
Name of Knowledge Holder's Manager	Projected Retirement Date

Directions:

- List all areas that might be relevant
- Make a copy of this form for manager
- Manager and employee independently rate importance for each area
- Consolidate manager's rating with own
- Discuss with manager priorities, differences of opinion and agree to target transfer dates

Areas of Expertise and/or Knowledge	Importance Rating <small>(Consider complexity of task, urgency to have knowledge transferred, etc.) H = Highest M = Middle L = Lowest</small>		Target Transfer Date
	Employee	Manager	
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			

STEP 2 Knowledge Transfer Strategies

Directions:

- Enter the topic(s) requiring knowledge transfer (Note: Complete one Knowledge Transfer Strategies page for each topic)
- Review the strategies below and check (✓) those that will best capture and transfer the knowledge
- Add comments as needed
- Identify possible recipients of the knowledge (Note: Discuss with supervisor or manager after completion)

Knowledge Transfer Topic	Name(s) of the Current Process Owner(s)	Name(s) of Transfer Recipients
Knowledge Transfer Strategies and Brief Descriptions	Select Most Applicable Strategies	Comments
1. Job Aids: Low tech tools such as check lists, desk manuals, and process maps designed to help people perform a task in real time with little to no training.	<input type="checkbox"/>	
2. Process Documentation: A flowchart that captures from beginning to end, how the work is performed. These may take the form of a process map or linear outline and may include deviations from the norm.	<input type="checkbox"/>	
3. Best Practices: Processes and practices that have worked well in other settings that might be transferable. These practices may be identified from meetings, polling employees, or studies.	<input type="checkbox"/>	
4. Job Shadowing: Pair a less experienced employee with a veteran performer who will share knowledge, demonstrate processes, and answer questions.	<input type="checkbox"/>	
5. Document Repositories: May combine both electronic and paper documents and store them in a place that can easily be retrieved and interpreted by others.	<input type="checkbox"/>	
6. Job Rotation: A formalized program in which one or more people are assigned to a different role offering exposure to a variety of tasks and responsibilities and an opportunity to increase one's knowledge, responsibility and/or scope.	<input type="checkbox"/>	
7. Skill/Knowledge/Task Inventories: A compendium of staff members and an assessment of their proficiency on a range of task or skills needed to do the job. Process owners can use the inventory to evaluate individuals and themes that require support.	<input type="checkbox"/>	
8. On the Job Training: Instruction takes place at the learner's work station with a focus on teaching skills, procedures, processes with hands-on structured support.	<input type="checkbox"/>	
9. Other:	<input type="checkbox"/>	

STEP 3 Knowledge Transfer Plan

Directions: Work with other stakeholders to complete the plan

Area of Expertise and/or Knowledge	Knowledge Transfer Strategies	Subject Matter Expert(s) SMEs	Recipients	Target Completion Date	Success Measures (i.e., How will we recognize success?)