As more of the baby boom generation begin to reach retirement age, expert knowledge begins to leave organizations. Our research shows that only 38 percent of organizations were rated effective at capturing the knowledge of key employees. Only five percent of organizations were rated as being “very effective” at knowledge capture.

Knowledge capture refers to the process through which an individual’s technical knowledge is obtained and recorded such that insights, experiences, social networks and lessons learned can be shared to mitigate organizational knowledge loss.

The process of knowledge capture is integral to continued organizational functioning. Without capturing and documenting relationships and dependencies, procedures and processes and document job tasks, there is no content to inform knowledge transfer. Effective knowledge capture programs are substantially more likely to use knowledge repositories, assessments, online FAQs answered by SMEs and videos to capture knowledge.

Although effective organizations deploy a variety of methods to collect organizational knowledge as shown in the chart on the right, ineffective organizations were five times more likely to report using no method of knowledge capture compared to the effective organizations. The best practices to capture knowledge include conducting exit interviews when employees separate from the company; documenting job, process, and contextual/relationship information; and encouraging mentoring, cross-training, knowledge sharing and social collaboration.

As more of the baby boom generation begin to reach retirement age, expert knowledge begins to leave organizations. Our research shows that only 38 percent of organizations were rated effective at capturing the knowledge of key employees. Only five percent of organizations were rated as being “very effective” at knowledge capture.

The process of knowledge capture is integral to continued organizational functioning. Without capturing and documenting relationships and dependencies, procedures and processes and document job tasks, there is no content to inform knowledge transfer. Effective knowledge capture programs are substantially more likely to use knowledge repositories, assessments, online FAQs answered by SMEs and videos to capture knowledge.

Although effective organizations deploy a variety of methods to collect organizational knowledge as shown in the chart on the right, ineffective organizations were five times more likely to report using no method of knowledge capture compared to the effective organizations. The best practices to capture knowledge include conducting exit interviews when employees separate from the company; documenting job, process, and contextual/relationship information; and encouraging mentoring, cross-training, knowledge sharing and social collaboration.

- Percentage of effective capture group, N = 90
- Percentage of ineffective capture group, N = 146
While the process of knowledge capture is essential to documenting job tasks and other organizational information, knowledge transfer is key to relaying that information across the organization and to newly hired or promoted employees.

**KNOWLEDGE TRANSFER** refers to the process through which experienced employees or organizations share or distribute knowledge, skills, and behaviors to prepare team members for a new job role.

**STRATEGY FOR TRANSFER OF KNOWLEDGE**

Our research shows that 48 percent of organizations rated themselves effective at transferring knowledge of key employees to successors. It also reveals 76 percent of organizations that use a combination of work shadowing, paired work and coaching, rate themselves effective at knowledge transfer.

Effective transfer programs are four times more likely to develop a formal knowledge transfer strategy, integrate it into daily operations and monitor and update company knowledge repositories. Best practices for capturing knowledge include facilitating peer-to-peer and team training, delivering information and training in a variety of formats and ensuring support and involvement from organizational leadership.

### About Raytheon Professional Services

Raytheon Professional Services is a global leader in learning solutions and services. RPS helps businesses meet their critical objectives by designing, implementing and managing efficient and effective training solutions that improve the performance of their global workforce.

Raytheon Company, with 2014 sales of $23 billion and 61,000 employees worldwide, is a technology and innovation leader specializing in defense, security and civil markets throughout the world. With a history of innovation spanning 93 years, Raytheon provides state-of-the-art electronics, mission systems integration and other capabilities in the areas of sensing; effects; and command, control, communications and intelligence systems, as well as cybersecurity and a broad range of mission support services. Raytheon is headquartered in Waltham, Mass. For more about Raytheon, visit us at www.raytheon.com and follow us on Twitter @raytheon.

Cleared for public release. Copyright © 2015 Raytheon Company. All rights reserved. Printed in the USA. The word Raytheon and the Raytheon logo mark are trademarks of Raytheon Company and the subject of U.S. and foreign trademark registrations.