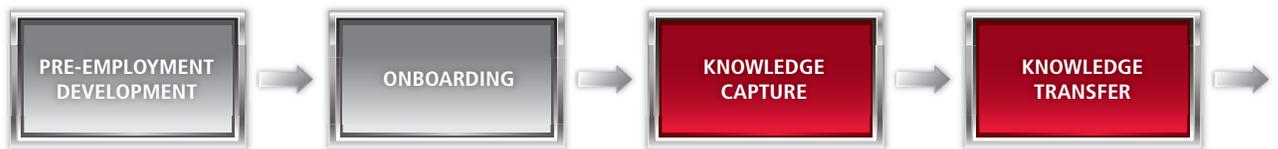


Training & The Employee Lifecycle Phase 3: Knowledge Capture & Transfer

Capturing the knowledge, insights and experiences of retiring employees and transferring them to newly hired or promoted ones is essential to any organization's bottom line. It all starts with understanding which methods are most effective.



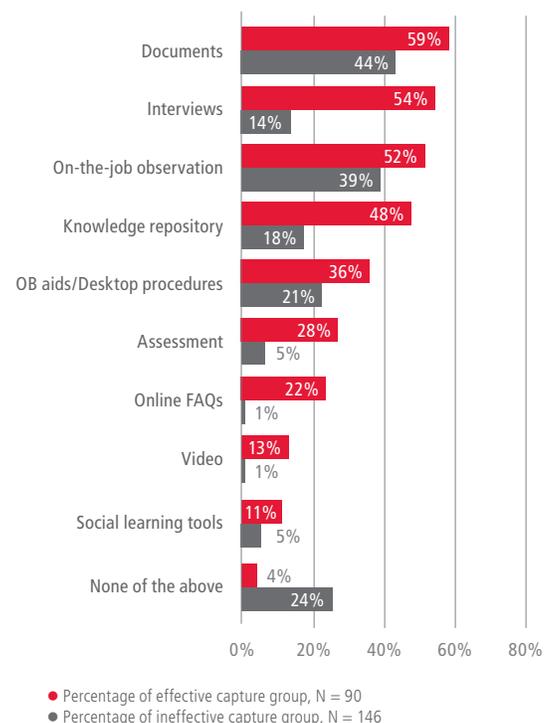
KNOWLEDGE CAPTURE

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.

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.



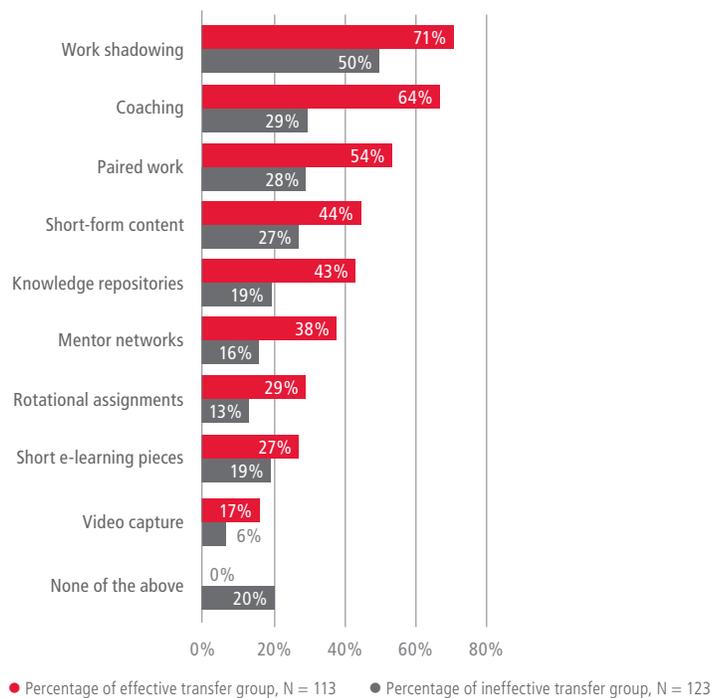
KNOWLEDGE TRANSFER

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.

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.

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

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