

**KNOWLEDGE TRANSFER:  
PREPARING THE NEXT  
GENERATION'S  
WORKFORCE**

**A GOVERNING Editorial Online Forum**

**Thursday, September 26th, 2013**

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# During Our **Time** Together

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Next Generation Initiatives

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# KNOWLEDGE TRANSFER

**“Ignorance is the curse of God; knowledge is the wing wherewith we fly to heaven.”**

**~ William Shakespeare**

# **A layman's definition of knowledge transfer:**

**The capacity to pass skills and information, nuances and know-how, from job generation to job generation.**

# **The State Government Workforce Project**

**Goal: To study, research and report on changes in state human resource practices and shifts in the state workforce following the recession.**

## **Project Partners:**

- \* Katherine Barrett and Richard Greene, Governing advisors and columnists**
- \* The National Association of State Personnel Executives**
- \* Associate Dean Sally Selden at Virginia's Lynchburg College**

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# **The State Government Workforce Project**

- Timeline: Project research began in December 2012 and is tapping the experiences and observations of HR directors in all 50 states.**
- Products: A series of presentations and publications will be released through 2014. Several presentations have been made thus far to NASPE. A column about knowledge transfer, based in part on SGWP findings will appear in Governing magazine in its November issue. Further reports and articles will follow.**

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# **Some topics covered beyond knowledge transfer:**

- Employee Morale
- Retirement and aging of the workforce
- Workforce planning
- Recruitment
- Retention and turnover
- Compensation
- Benefit change (pension, retiree health and health)
- Employee morale (and public perception of state workers)
- Generational issues in the workforce

## **Five big takeaways about knowledge transfer from our interviews with state HR directors:**

- 1. The long-awaited retirement outflow is finally beginning.**
- 2. Long-term government employment may be declining.**
- 3. States complain about lack of bench strength.**
- 4. Workforce planning and training have been cut back.**
- 5. HR directors are very worried about the loss of institutional knowledge and many of them are concerned that they don't have adequate programs or approaches to deal with it.**



Commonwealth of Virginia Knowledge Center

# KNOWLEDGE TRANSFER

**Virginia Department of  
Human Resource Management**

GOVERNING Online Forum  
September 26, 2013



## Why Focus on Knowledge Transfer?

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- Aging workforce
- Loss of institutional knowledge
- Lack of bench strength
- Limited succession planning
- Inefficiencies in training



Baby  
Boomer



## Background

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- Knowledge transfer identified as greatest human resource challenge
- Inefficiencies in training
  - Duplication of content, systems and support costs
  - Lack of shared training resources
  - Reporting
- 65 people from 29 agencies collaborated to solve issues
  - Diverse group including business owners, human resource officers, trainers and information technology specialists
- Detailed requirements gathered, documented, and released as RFP
- Commonwealth of Virginia Knowledge Center went live with 7 agencies in 2005
- System upgraded in 2012



## How the Knowledge Center Works

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- Centralized enterprise system in a decentralized culture
- Enterprise Administrator oversees the system at the “core” level
- Each participating agency has separate domain with own administrators
  - Each agency may customize business rules to fit individual needs
  - Each agency brands its domain
- Content can be shared multiple ways across the enterprise
- Business owner makes policy decisions, which become system requirements





## Training Management

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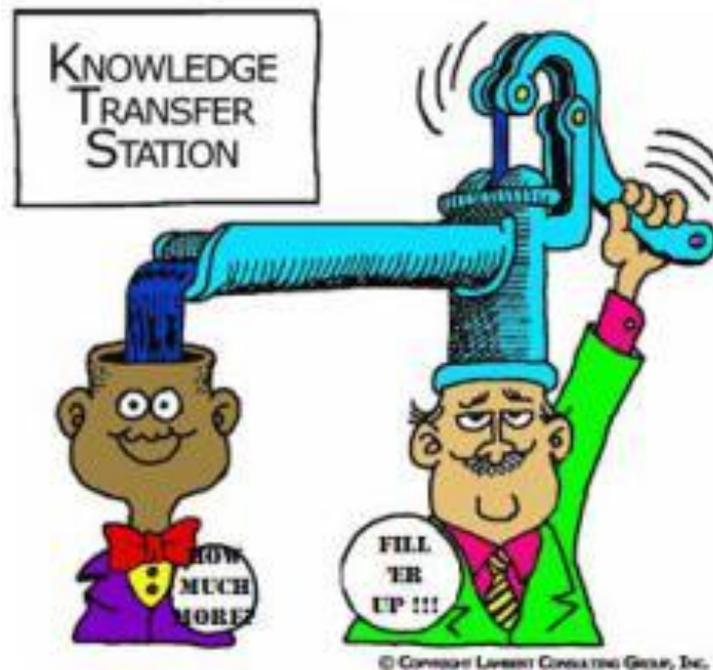
- Standardize statewide training management information
- Administer, plan, schedule and monitor cost for all training
- Design and manage learning resources and content assets
- Provide a blended approach of learning strategies
- Establish structured curriculum
- Provide e-commerce transaction capability





## Knowledge Transfer

- Document competencies and skills required for each Career Group/Role
- Assess and measure workforce competencies
- Track and report employee progress
  - Training requirements
  - Licensures
  - Certifications
  - Re-certifications
- Provide employees access to resources
  - Easy access to training resources
  - Career information
  - Performance support
  - Online communities of practice





## Benefits

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- Facilitates statewide training
- Increases training efficiencies and effectiveness
- Reduces costs
- Consolidates existing systems
- Eliminates duplicate training content
- Increases accessibility
- Available on demand, anytime, anywhere
- Improves reporting





## Challenges

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- Finding the common ground among agencies
- Consistent policies for system usage
- Personnel data feeds come from various sources
- Knowledge of the system and its capabilities
- Funding support
- Insufficient support staff





## Measures of Success

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- **Customer satisfaction**

- 3.68 rating on 4 point scale

- **Cost savings**

- one agency alone saved annually \$139,000 in hosting fees and \$795,000 by eliminating 5 contractors

- **Usage**

- 180 agencies
  - 300,040 registered users
    - 134,000 state employees
    - 250,000 very active users



# **Rebecca Hunter**

**Commissioner  
Department of Human Resources  
State of Tennessee**



# Knowledge Transfer



# What are Local Governments Doing?

- Who is ICMA
- History of ICMA's Initiatives
- Data
- Next Generation Programs

# Who is ICMA?

- Professional association for city, county and town managers
- Founded in 1914 around government reform and ethics
- 9000+ members
- 100<sup>th</sup> anniversary in 2014

# For a Good Overview, Visit...

- [lifewellrun.org](http://lifewellrun.org)



# ICMA's Next Generation Initiatives

- Began in 2003
- Address the changing demographic of the profession
- Attract and retain a diverse cohort to fill the shoes of today's retiring managers
- Build connections, extend a lifeline, develop, prepare

# Data

- ICMA surveyed CAOs and their deputies on how they entered the profession, retirement status, and their plans for succession
  - 35% response rate in 2008
  - 24% response rate in 2013

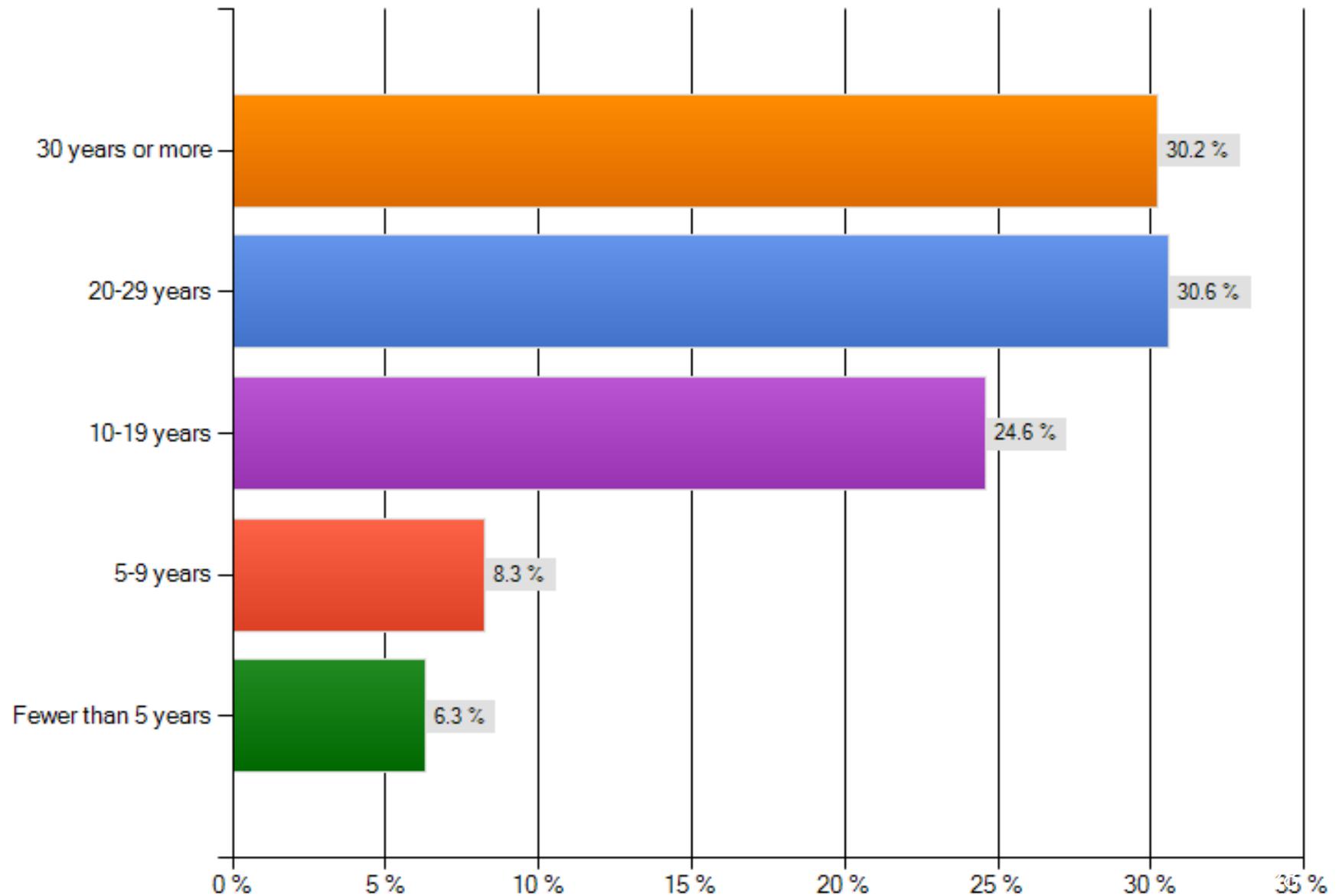
# And I quote...

- While stability among our senior staff has been a great asset for the city, it will be a disaster when we all retire in the next five to ten years.
- Succession will happen regardless of planning.

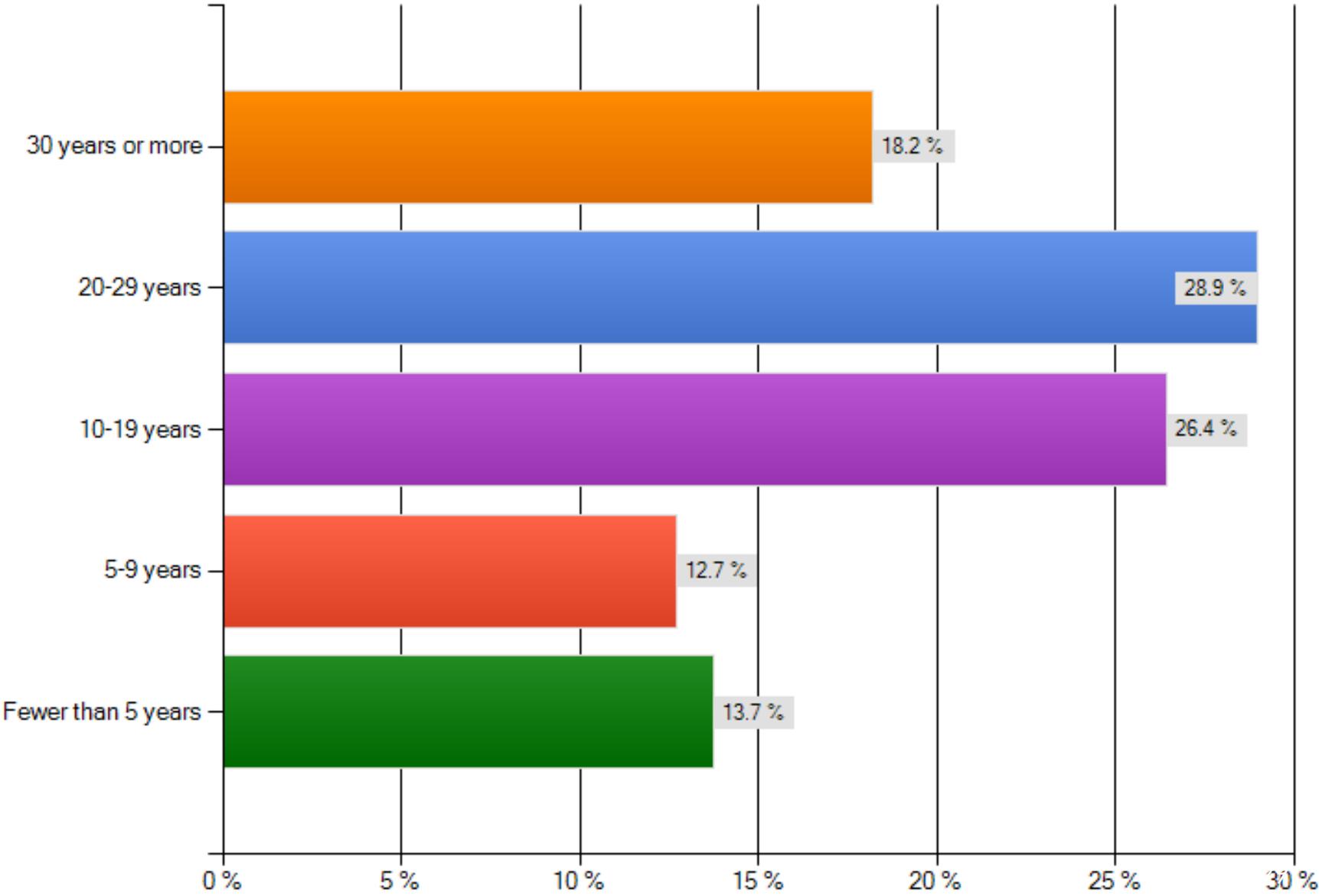
# And I quote...

- This process got a lot tougher during the recession because we eliminated so many positions that would traditionally be used to advance people.
- A lot of local governments are too small to implement bench-strength programs.

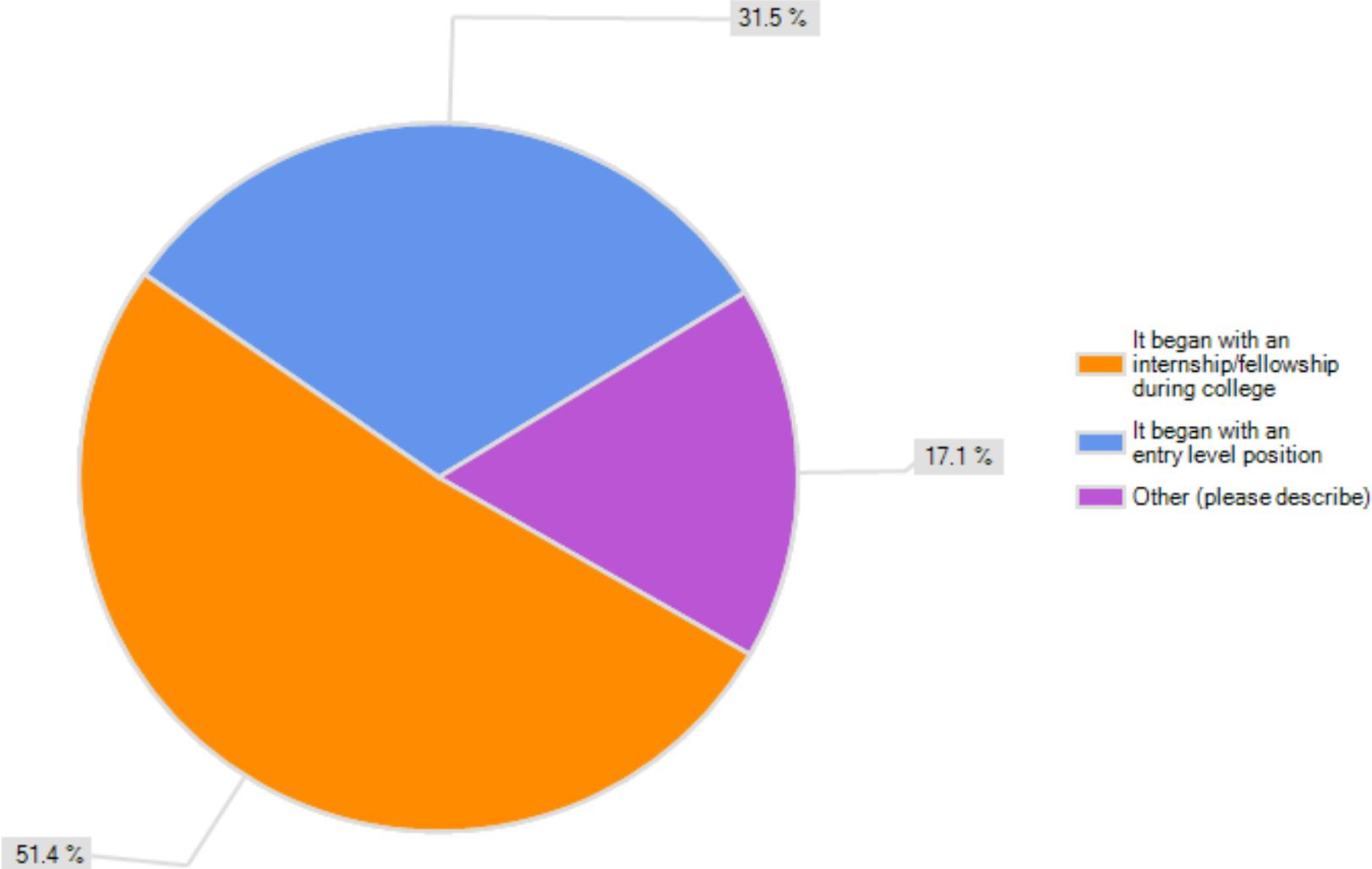
# How many years total have you been working in local government (does not need to be consecutive years)?



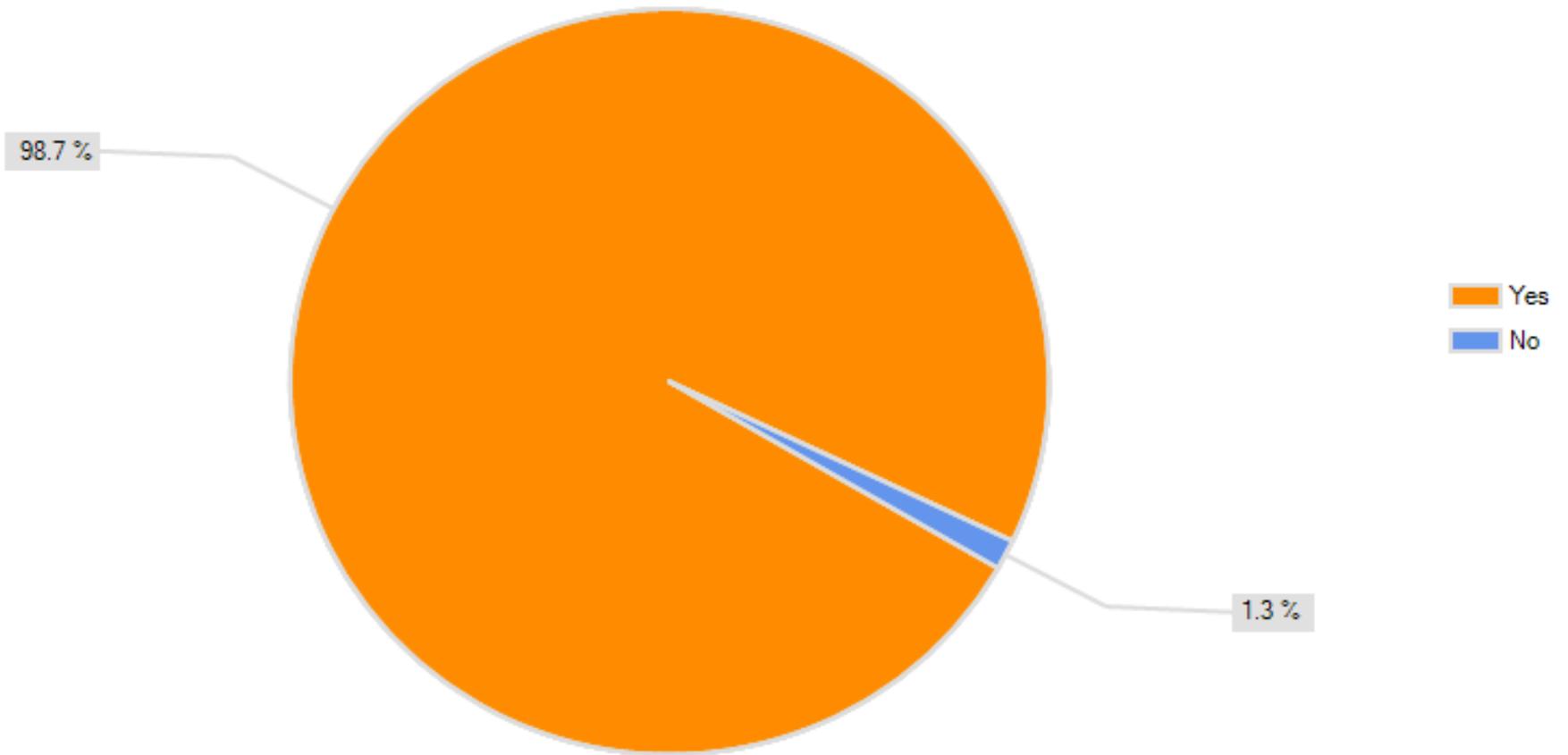
**How many years total have you been in a management position(s) (CAO, assistant CAO, deputy, department head, etc.)?**



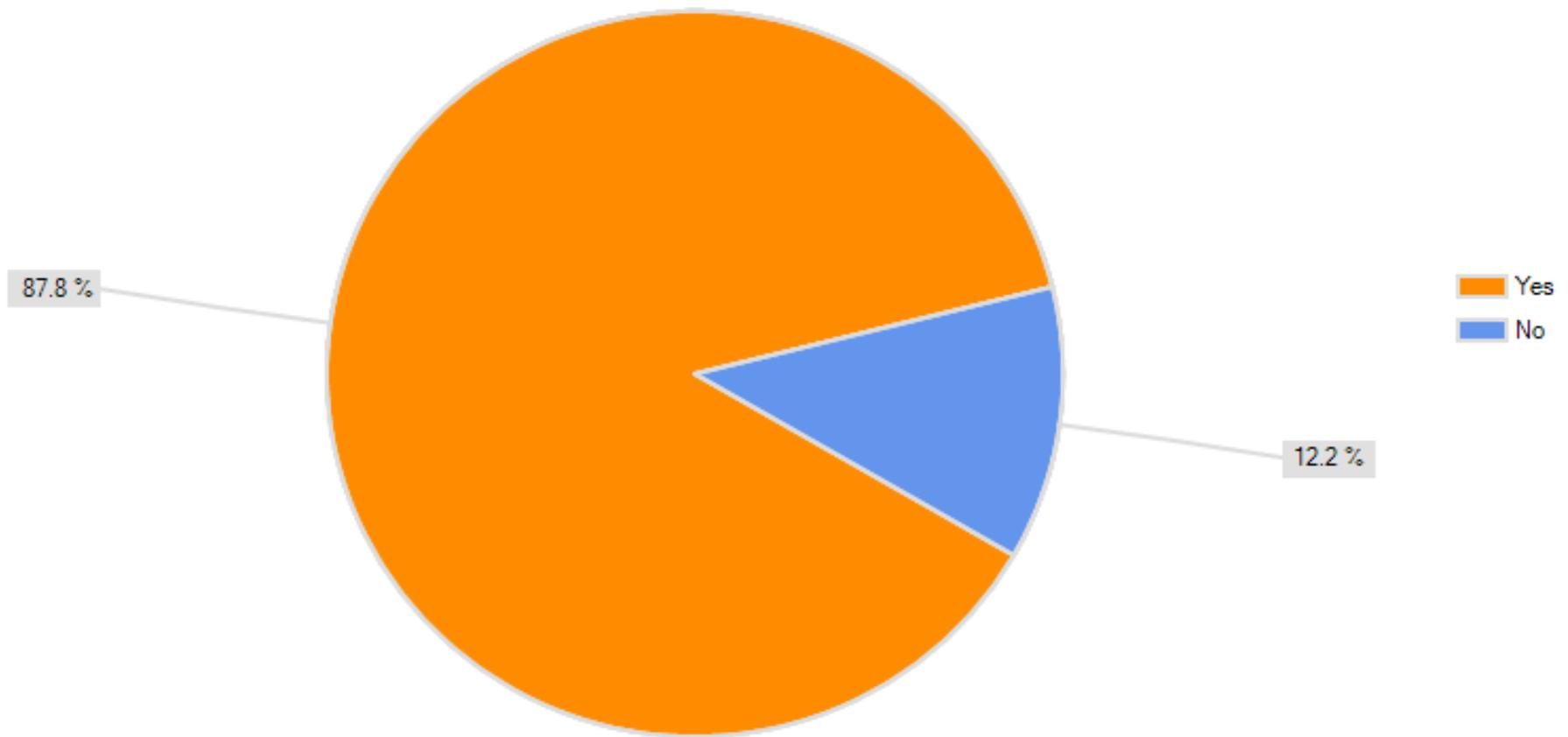
**If you have worked for local government throughout your professional life, which best describes your local government career path?**



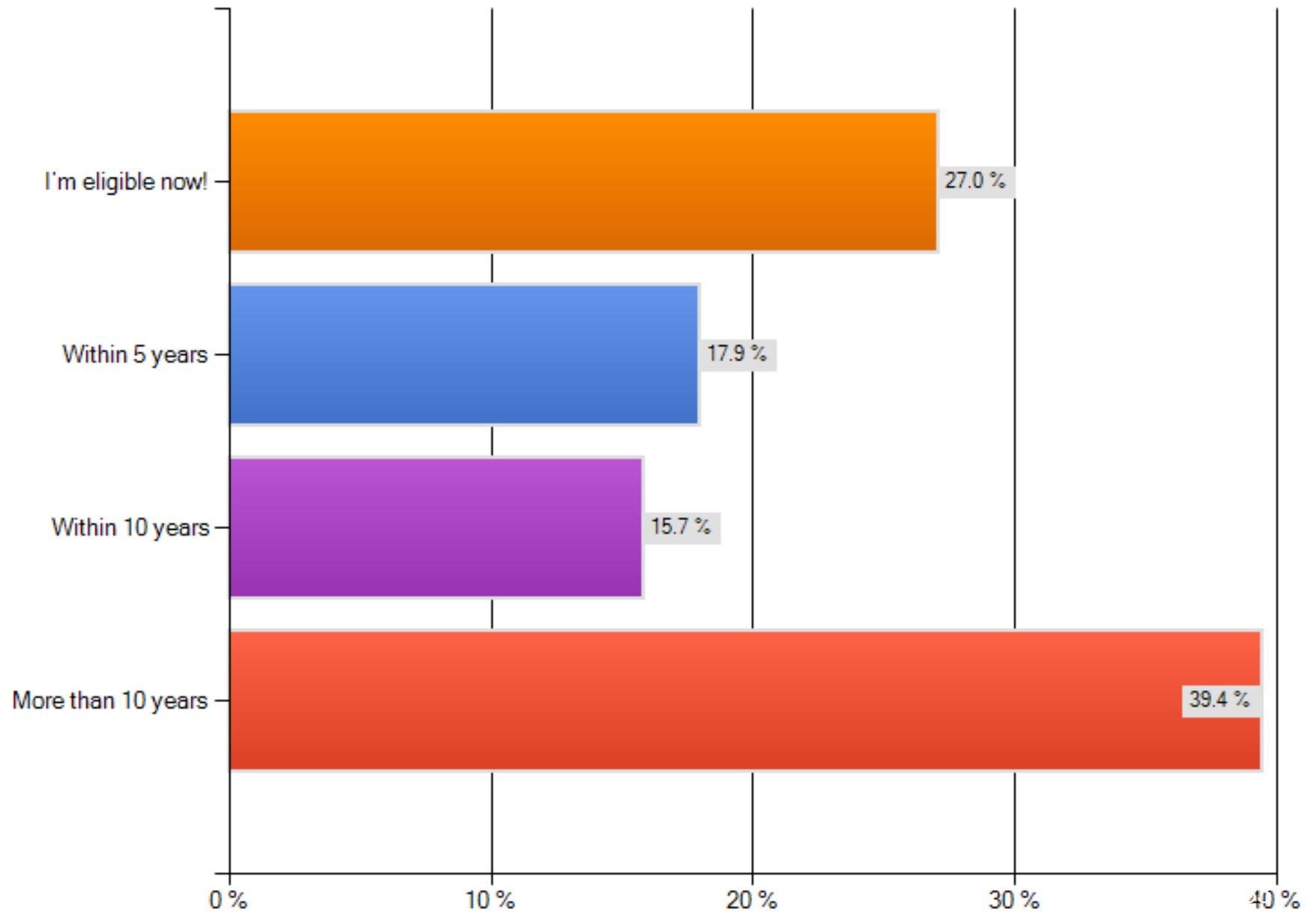
**Do you think people relatively new to the local government profession can benefit from a career coach/mentor to help them plan their careers?**



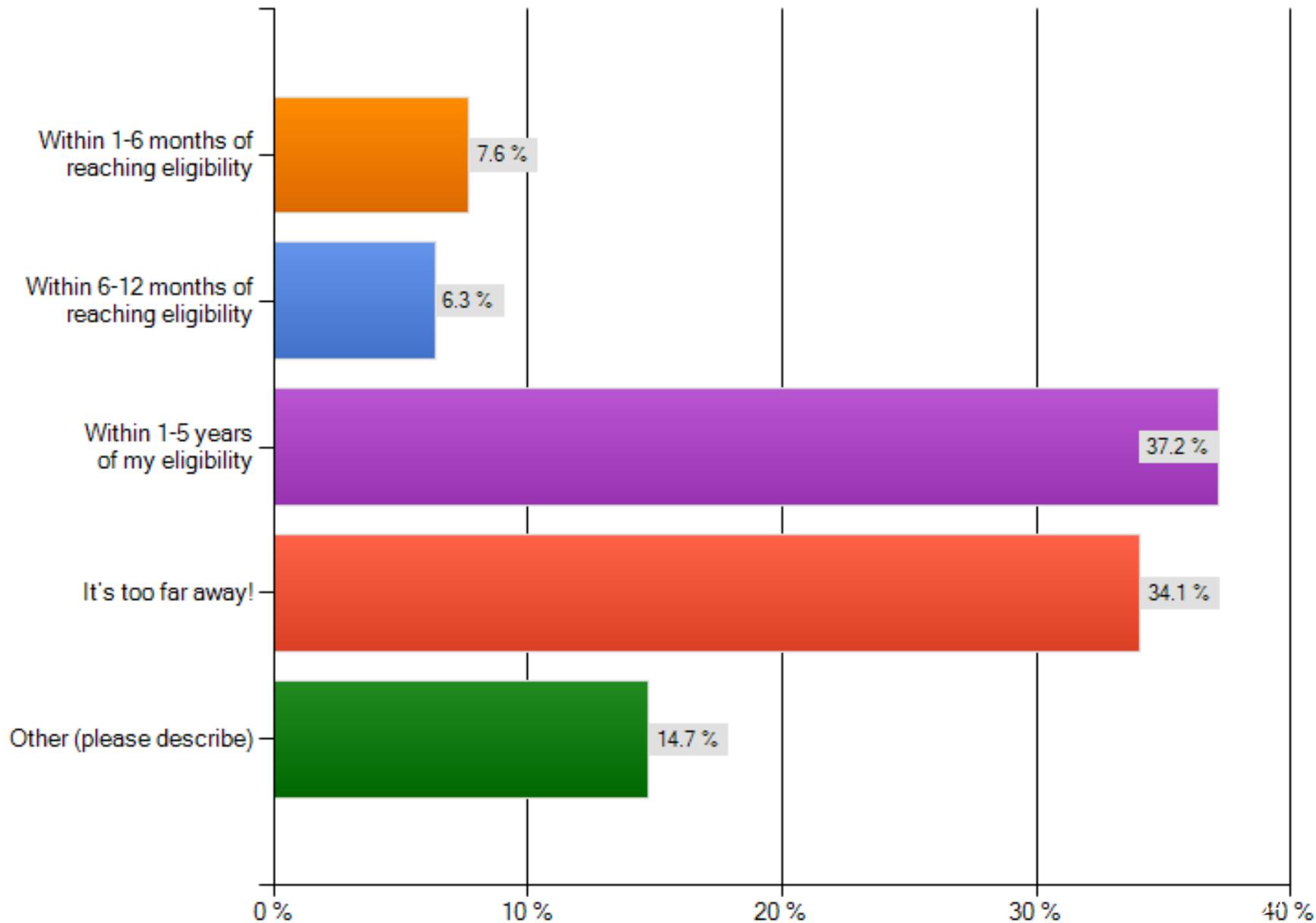
**Would you be willing to serve as a coach/mentor for people relative new to the local government profession?**



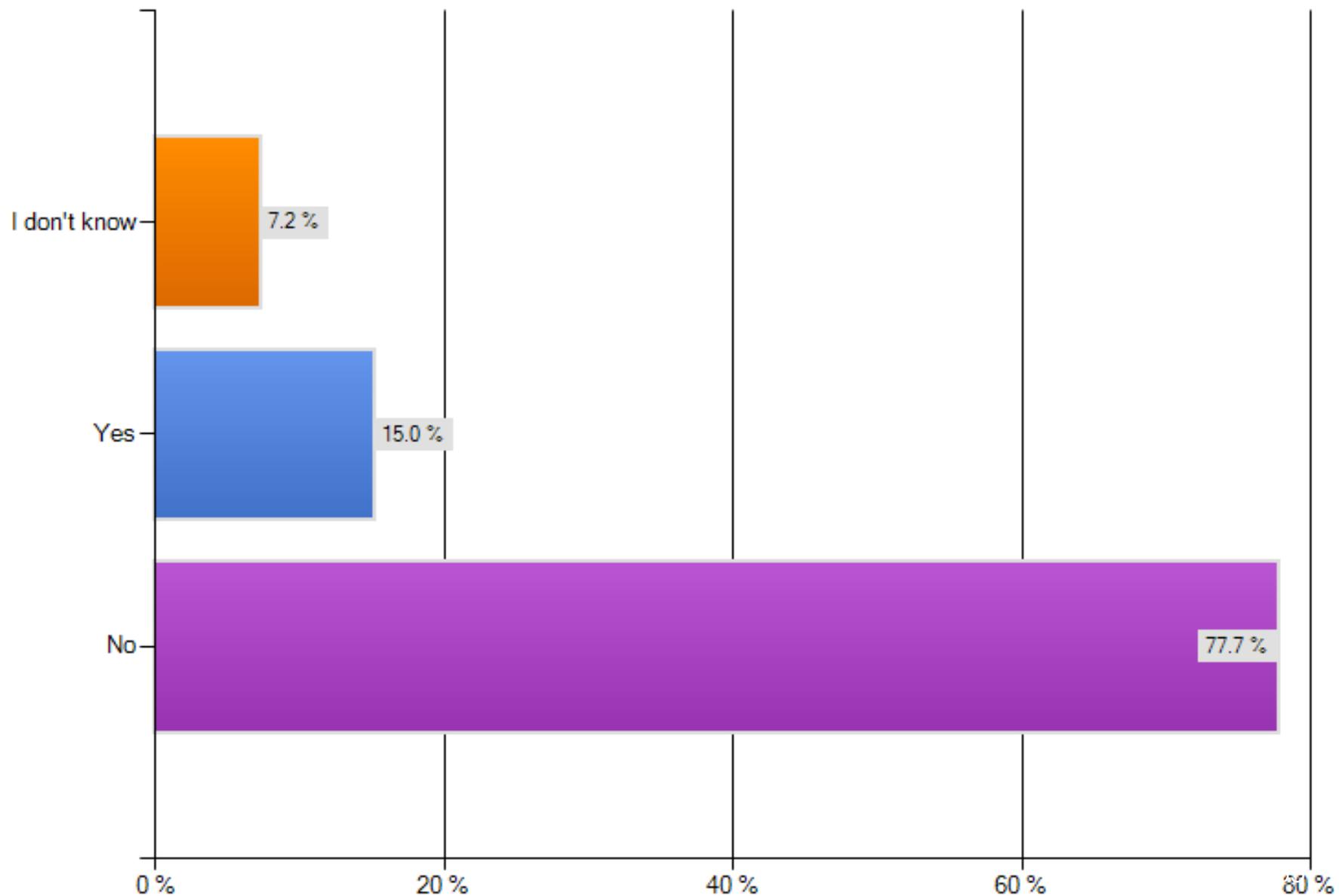
## When will you be eligible to retire?



## Once you are eligible, when do you plan to retire?



**If you and your entire senior staff retired within the next 30 days, do you have the capacity within your organization now to fill those vacated positions with qualified people?**



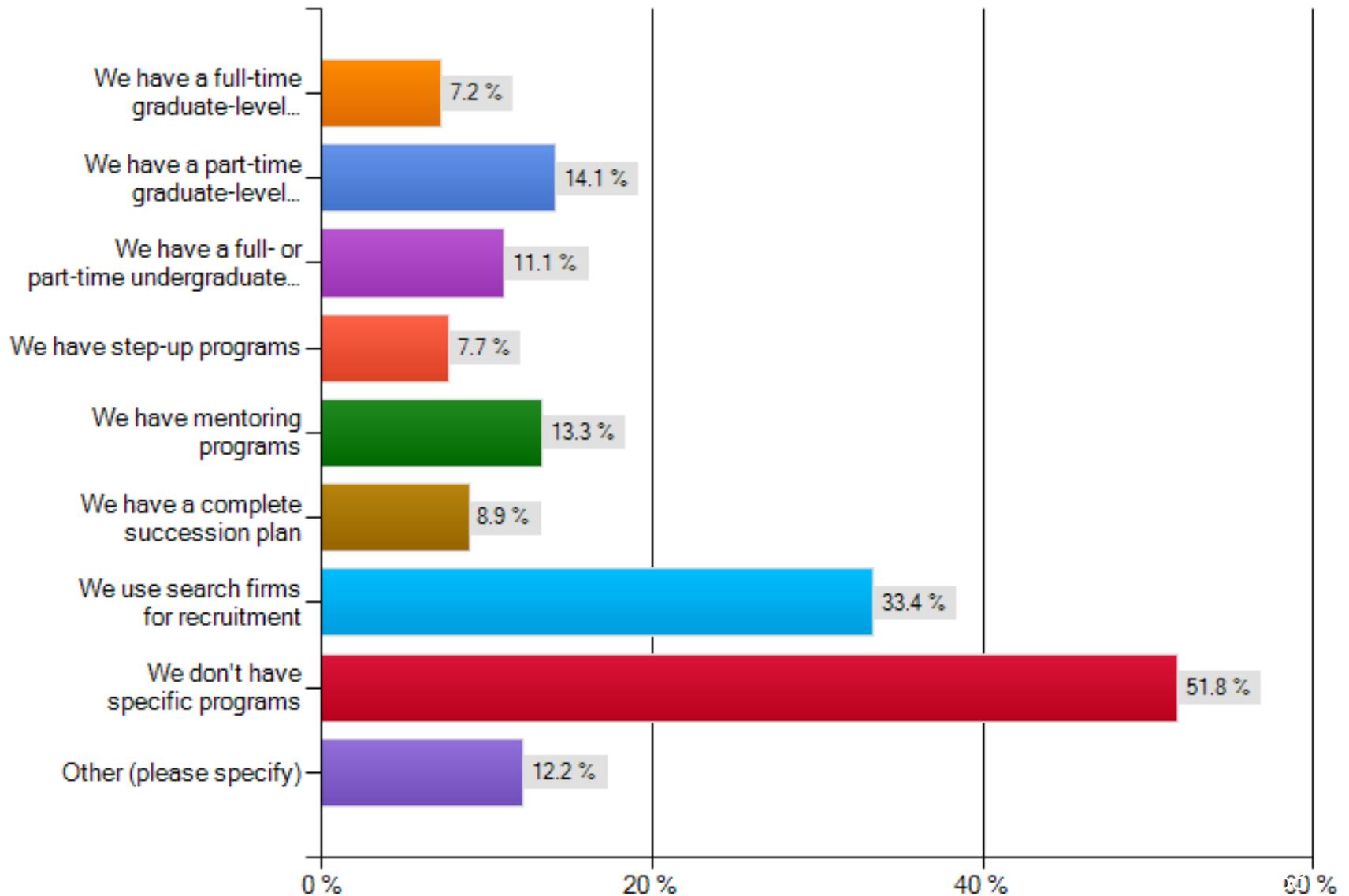
# Next Generation Programs

- Management Talent Exchange Program
- Local Government Management Fellowship
- Management internships (undergraduate, graduate)
- Internal sabbaticals
- Externships

# Next Generation Programs

- Mid-career Manager Institute
- Certificate Programs (VLGMA)
- Regional internship pool
- Coaching program (coaches/mentors, webinars, newsletter articles, speed coaching)
- Student engagement
- Career changer outreach
- Succession plans

**Please identify which approaches your local government uses to recruit and retain talent for senior management positions (CAO, assistant CAO, deputy, department head, etc.)? (Check all applicable.)**



# Other Ideas for Local Governments

- Think regionally about establishing a management talent pool
- Plan for the future, no matter how small your organization
- Look for home-grown “diamonds in the rough”
- Coach, mentor, or talk to your staff about their careers and plans

Thank  
You



**ICMA**

# Questions



**Thank you for attending!**

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