

Workforce Replenishment

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Utility Industry: Knowledge Retention

- Hidden cost of retaining institutional knowledge
- Studies have shown a positive correlation between the extent to which organizations retain knowledge and the extent to which they perform well in the marketplace

Utility Industry: Knowledge Retention

- Knowledge Loss Risk Assessment
 - Time until retirement
 - Position criticality
- Knowledge Capture

Utility Industry: Knowledge Loss Risk Assessment

$$\text{Retirement Factor} \times \text{Position Risk Factor} = \text{Total Attrition Factor}$$

- The retirement factor based on dates of workers in critical positions.
- On a scale of 1 – 5, with 5 being assigned to those people that plan to retire within the next 12 months.

Utility Industry: Knowledge Loss Risk Assessment

$$\text{Retirement Factor} \times \text{Position Risk Factor} = \text{Total Attrition Factor}$$

- The position risk factor is an estimate of the difficulty or level of effort required to replace the incumbent.
- Ratings based on the following criteria:

Utility Industry: Knowledge Loss Risk Assessment

$$\text{Retirement Factor} \times \text{Position Risk Factor} = \text{Total Attrition Factor}$$

- 5 - Critical and unique knowledge and skills (3-5 years of training and experience).
- 4 - Mission-critical knowledge/skills, limited duplication exists at other plants/sites (2-4 years of focused training and experience).
- 3 - Important, systematized knowledge and skills. Documentation exists and other personnel on-site possess the knowledge/skills.
- 2 - Non-mission critical knowledge and skills. Clear, up-to-date procedures exist. Training programs are current and effective and can be completed in less than one year.
- 1 - Common knowledge and skills.

Utility Industry: Knowledge Loss Risk Assessment

$$\text{Retirement Factor} \times \text{Position Risk Factor} = \text{Total Attrition Factor}$$

- The total attrition factor is determined by multiplying the retirement factor and the position risk factor and represents the effort and urgency necessary to effectively manage the attrition.

Utility Industry: Knowledge Capture

- Capture organizational knowledge
 - Job analysis
 - Job shadowing
- Creation of job related documents
 - Training manuals
 - Process mapping
 - On-the-job Training Plan



Thank-you