



Food Safety and Inspection Service Legacy Program:

Keys to Successful Knowledge Retention

Knowledge Management eGov

April 2009

AGENDA



- Food Safety and Inspection Service Legacy Program
- Case Studies
- Next Steps





FSIS Mission:

The Food Safety and Inspection Service (FSIS) is the public health agency in the U.S. Department of Agriculture responsible for ensuring that the nation's commercial supply of meat, poultry, and egg products is safe, wholesome, and correctly labeled and packaged.



The Office of Outreach, Employee Education and Training (OOEET)

- Provides consolidated access, resources and technical support for small and very small plants to better assist them in providing safe and wholesome meat, poultry and processed egg products.
- Ensures that all FSIS personnel have the necessary training to effectively carry out their assigned duties.
- Collaborates with state inspection programs to share training materials, provide technical advice and conduct outreach activities.



Did You Protect Consumers Today?

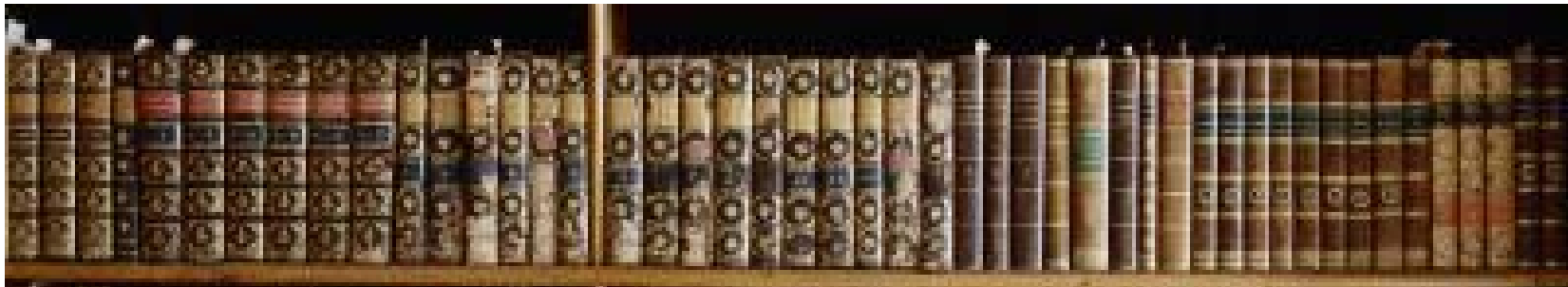


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LEGACY PROGRAM



To address the critical issue of lost knowledge, FSIS is proactively supporting the development of a knowledge retention program. The FSIS Legacy Program is chartered to define a knowledge retention program to mitigate the loss of important experiential and technical knowledge as the baby boomer generation retires and others separate or promote.



Legacy Program Assessment Process



- Internal interviews were held with senior leaders and subject matter experts in the Office of Public Health Science and the Office of Policy and Program Development over a four week period.
- A leading practices study on Knowledge Management was conducted with four Federal agencies:

Centers for Disease Control

Program focused on awareness and data management and analysis.

Federal Aviation Administration

Program focused on information collaboration and content management using Microsoft SharePoint.

Nuclear Regulatory Commission

Program focused on knowledge retention based on the book “Lost Knowledge” by *David DeLong* and a dashboard which empowers offices to manage their knowledge management program.

USDA Forest Service

Program has extensive strategic plan.

Legacy Program Assessment Roadmaps



At the conclusion of the Legacy Program Assessment, a Roadmap was created to outline the strategic direction for the Legacy Program. The Roadmap included three distinct knowledge retention focus areas:

- *Knowledge Capture at the Individual Level
- *Knowledge Capture at the Group Level
- *Knowledge Transfer at the Individual and Group Level

CASE STUDY ONE



Situation	New Executive Assimilation –Transfer of Critical Operational and Strategic Knowledge
Challenge	Proactively prevent negative knowledge transfer. This occurs when new leaders try to transfer inappropriate models and ways of learning from one organizational setting to another new and non-transferable situation.
Action	The “FSIS Knowledge Retention Team” (FKRT) conducted intensive interviews with the outgoing exec and successfully captured critical organizational knowledge. They documented key implicit and informal processes and procedures into standard operating procedures and best practices. The incoming, acting-exec and the outgoing exec also participated in coaching sessions designed to transfer the most important knowledge that needed to be shared.
Value	This knowledge sharing process accelerated the productivity of the new exec by expediting their organizational learning, facilitated critical conversations and enhanced the development of a effective entrance strategy. Overall morale was increased!

CASE STUDY TWO



Situation	Knowledge Capture and Retention-Performance Improvement
Challenge	Abrupt resignation of agency subject matter expert (SME). The capture of mission critical knowledge in a short period of time (two weeks) so that ongoing program operations are not compromised.
Action	The FKRT moved swiftly to document critical knowledge. This documentation included the identification and transfer of key internal and external contacts, case studies, process mapping and previously unknown procedures and practices. The FKRT facilitated training sessions to insure successful knowledge transfer and utilization.
Value	The timely identification and retention of knowledge lead to a smooth transition from the agency SME to her replacement. Some discrepancies in operational procedures were discovered and corrected leading to more efficient operation.

Lessons Learned:

- Top Management Support as Sponsors/Champions
Stephanie Wilkins-Chief Training Officer OOEET
Karlease Kelly-Assistant Administrator OOEET
- Utilize Recognized Knowledge Management Models and Methodology
- Focus on Exceeding Customers Expectations (Develop Metrics)
- Look for Opportunities for Continuous Program Improvement (Operational Excellence and Strategic Alignment)

NEXT STEPS



Are you interested in finding out more information about this exciting and ongoing KM project?

Contact:

James Alexander

Internal Organization Development Consultant

USDA/FSIS

Room 2552- South Bldg.

1400 Independence Ave. SW

Washington, DC 20250-3700

Voice: (202) 720-3595

James.Alexander@fsis.usda.gov