

# **Lifelong Learning on the Job: Knowledge Transfer at Clean Air Agencies**

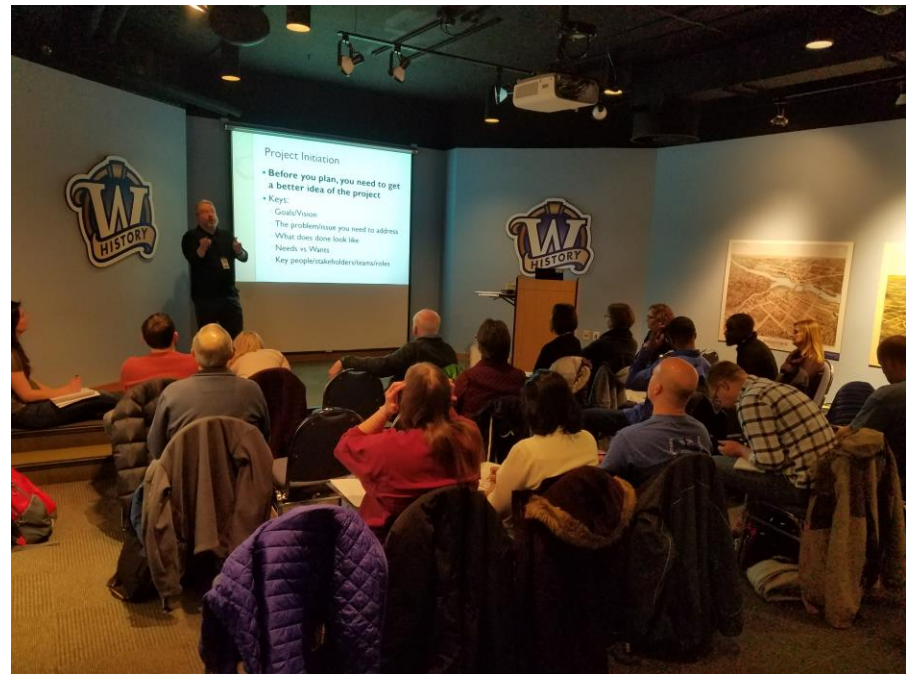
## **Wisconsin DNR Knowledge Transfer**

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# Air Program Evaluation

- Air Program Evaluations held in fall 2017 in 3 locations
  - Identified some areas where the program excels, as well as some areas of improvement
  - Teams were assembled as a cross section of program sections and regions
  - 1 ½ day training to enhance skills and assemble teams to address issues



# Knowledge Transfer Team – Project Details

- Scope
  - Identify specific opportunities where cross-training can be better utilized.
- Project Goal
  - Formalize a process to measure, evaluate and document cross-training.
  - Create a standard component of Employee Performance Reviews.





# Program Evaluation Knowledge Transfer Team Tools Developed

1. List of areas of critical knowledge within the program
2. Cross-Training Guidance Document
  - Including decision tools
3. Draft Cross-Training Plans for four (4) identified areas of critical knowledge
  - Can easily be completed by identified staff
4. Suggested language for Employee Performance Reviews

# Tools in Use

## Identifying Cross-Training Areas of Need

### The Cross-Training Decision Matrix – What skills require Cross-Training

Identifying where cross-training for staff is needed begins by examining two critical parameters. The first parameter is importance of work tasks to the core work and priorities of the program. A second parameter is the number of staff trained for various work tasks. This examination may be done as part of regular work planning or may be part of a special work review. These two parameters are applied to a Decision Matrix show below. Work tasks can be placed in one of four quadrants of the Matrix to give a visual overview of the program workload. This can then be followed by an assessment. Work tasks in quadrant II are at most risk for institutional knowledge loss and generally should be prioritized for retention techniques like cross-training.

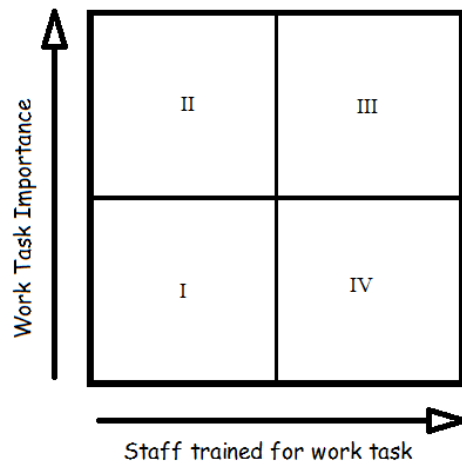


Figure 1: Cross-Training Decision Matrix

Quadrant 1: Low importance and few trained staff

Quadrant 2: High importance and few trained staff

Quadrant 3: High importance and many trained staff

Quadrant 4: Low importance and many trained staff

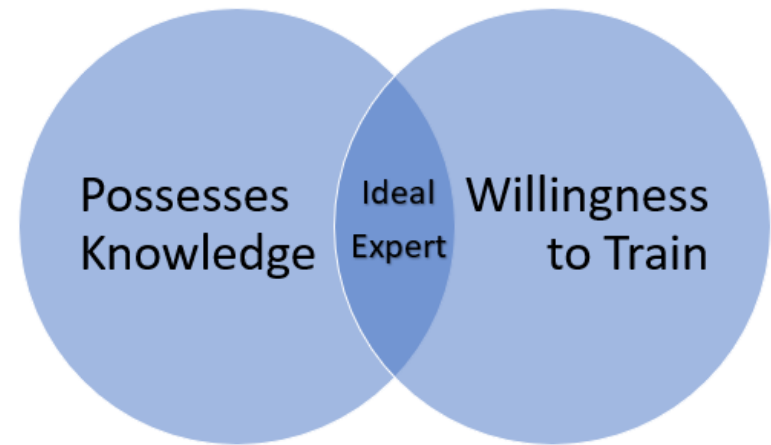


Figure 2: Identifying Experts

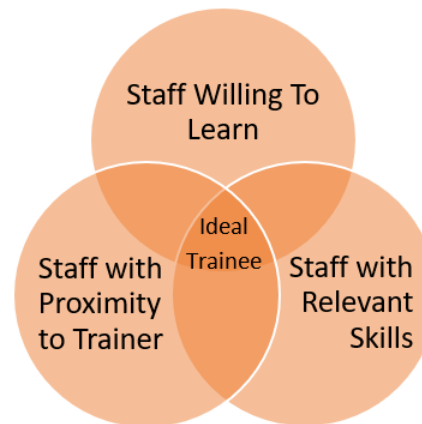
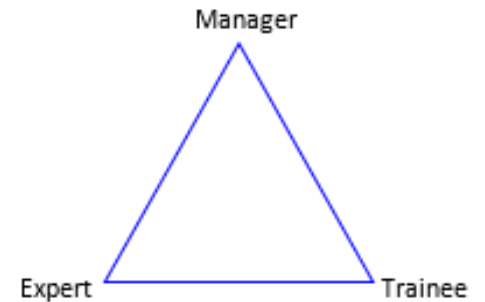


Figure 3: Identifying Trainees

# Tools in Use

## Cross-training Plan Template:

Cross-training assignment: [.....Project Title.....]	
<b>Expert</b>	<b>Trainee</b>
<i>Name/Section:</i>	<i>Name/Section:</i>
<i>Objective as listed in the Employee Performance Review:</i>	<i>Objective as listed in the Employee Performance Review:</i>



Key work Process	Task Sequence	Resources (available/required)	Knowledge (required)	Skills (required)	Accomplishment date	Other remarks
1.	1. 2. 3. 4. 5.					
2.	1. 2. 3. 4. 5.					
3.	1.					



# Employee Performance Review Metric

- Sample Employee Performance Review Goal/Job Objective:

## Program Training

- Review cross-training guidance document to identify job tasks that are eligible for and/or require cross-training. Provide mentorship and training on identified tasks to appropriate air program staff.

