

**Wisconsin Department of Transportation
Transportation Library Connectivity Pooled Fund Study
TRB Annual Meeting, January 10-14, 2010
Session Summary and Value**

Attendee: Maggie Sacco

Date/time: 1/12/10 8:00-9:45AM

Session title/number: 421 Knowledge Management for Succession Planning

Presiding Officer: Jack Stickel - Alaska Department of Transportation and Public Facilities

What Is Knowledge Management and How Does It Help You? (P10-0592) – Maureen Hammer - Virginia Department of Transportation

Learning How to Train Employees for the Workplace (P10-0796) – Shane Brown - Washington State University

Planning for the Future: Succession Planning and Knowledge Management (P10-0798) – Neil Pedersen - Maryland State Highway Administration

Key points from this session.

- What is Knowledge Management? It is implementing ways to better utilize the expertise we have-people and information-to improve ongoing processes and procedures and to retain critical knowledge. KM is maximizing intellectual capital; getting the right knowledge to the right people at the right time, establishing networks to share/transfer knowledge, sharing lessons learned and best practices to avoid reinventing the wheel. KM is knowing the *why* behind the *what* and *knowing what you know*. KM is concerned with retaining critical organizational knowledge, stemming organizational forgetting, improving efficiencies and effectiveness, onboarding new employees, supporting decision making. It is also vital to succession planning and change management and can encourage buy-in over compliance.
- KM helps to avoid knowledge hoarding and assists organizations in being proactive to make sure people are seeing relevant information needed to do their jobs.
- Knowledge mapping is a tool to see who is hoarding, who is being utilized excessively, whose knowledge is not being tapped and match new employees with mentors. Mapping should be repeated months later to see if the map has changed and if teams are collaborating as intended.

Information or PowerPoint presentation to be shared with TAC members.

- KM Return on Investment can be measured in time savings, cost effectiveness, cost avoidance, increased effectiveness, increased efficiency; risk avoidance (fewer mistakes, litigation). This is also true of information services typically provided by libraries/librarians.
- Investing money and time in KM and libraries benefits the organization long-term and helps prepare for future. VDOT realized 250%, 500%, 750% ROI at VDOT through KM in the first three years.
- The Library is expert at information capture. KM captures and organizes tacit knowledge, whereas the library captures and organizes explicit knowledge and together they can cover the organization's information and knowledge needs.
- VDOT KM: <http://www.virginiadot.org/business/bu-KM.asp#km>

Information that may help shape the National or Regional TKNs.

- KM uses strong networks: institutional, functional, technical that let people know who to call, who knows what and "how-to" experience referrals.
- Communities of practice are a critical tool for creating networks and sharing knowledge that have result in new tools and changes in process; MS SharePoint is used at VDOT for CoP. All teams start in-person, as successful networks need people who know each other personally.
- NCHRP 634 Implementing Transportation Knowledge Networks
http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_643.pdf

Attach relevant handouts from session.

Information that may be included or referenced in the pooled fund study final report.

- The strong connection between KM and library services should be noted in the final report, particularly when presenting the outlook for TKNs.
- Emphasis on the vital role libraries play in organizations like VDOT that have strong libraries working closely with KM.
- NCHRP 636 Tools to Aid State DOTs in Responding to Workforce Challenges
http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_643.pdf

Name and contact information of presenters that should be contacted for further information.

Maureen Hammer

Maureen.Hammer@VDOT.virginia.gov

Neil Pedersen

NPedersen@sha.state.md.us

Shane Brown

shanebrown@wsu.edu

Attach relevant handouts from session.