The 3<sup>rd</sup> Annual Federal Asset Management Policy Forum & Expo

#### Work Group: Organization and People Enablers

#### Host: Commissioning Agents, Inc. White Paper





#### Developing, Transferring and Retaining Asset Management Competencies



## Introduction

- Loss of Key Personnel
  - Baby Boomer Exodus
- Older Workforce
  - Experience and Knowledge
  - Capture Expertise
- Younger Workforce
  - Delaying entry into workforce
  - Training
  - Classroom and Practical







#### **Statistics**

Labor force participation rates in 1992, 2002, 2012, and projected 2022, by age

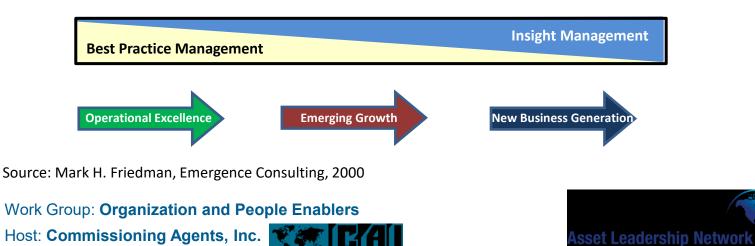


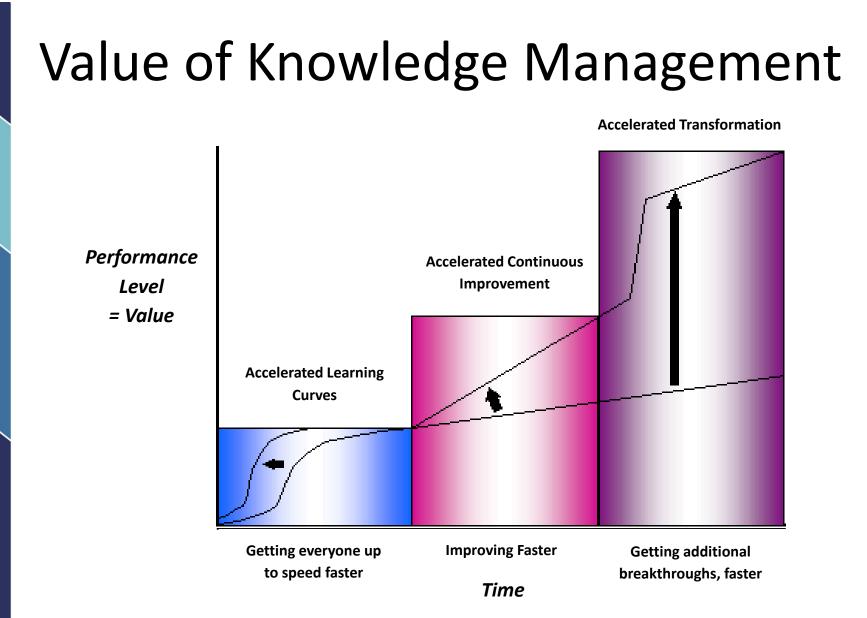
Source: U.S. Bureau of Labor Statistics.



## Develop a Plan

- An effective knowledge management plan must consider two primary elements – people and technology.
  - First, define Knowledge Management (KM)
  - Develop a phased plan to implement KM

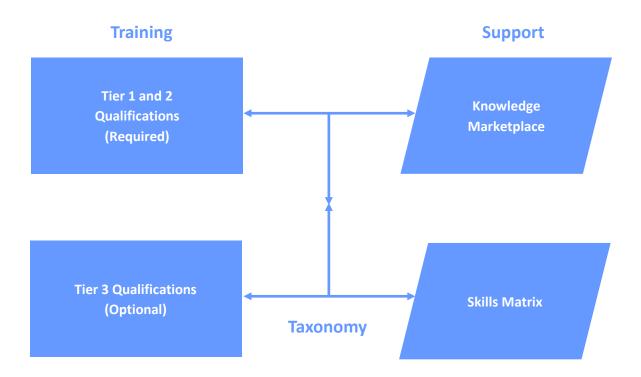




Source: Mark H. Friedman, Emergence Consulting, 2000



#### **KM Program**



#### Quality System – Best Practices and General Knowledge



## Tools

- Resources
- Issues and Solutions
  Current and Future
- Knowledge Losses
- Develop a Skills Matrix





#### Skills Matrix

yourself a the same : 0= No Kno 1=Basic ki 2=Project 3=Tier 3 e	3 or 4, please click scale. owledge nowledge (I can giv experience (I have quiv (I have a lot o	•						Product a	nd Process D	isciplines	
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	Jul 2015		20-Aug-16	2	2	3	3	3	2	2	2
	May 1999		11-May-16	2	1	2	3		3	4	3
	Jan 2016		19-Aug-16	4	3	3	4	3	3	3	3
	Dec 2015		20-May-16						2	2	2

There are many asset management resources and sources for asset management training



# **Training Sources**

- Retirees, Pending and Retired
- Senior Tradespeople
- Reliability Engineers
- Practical Expertise
  - Limited Resources
  - Walking out the door
- Capture Knowledge
- Training, Mentoring, Coaching
- Qualification/Certification Programs







## Institute Train the Trainer

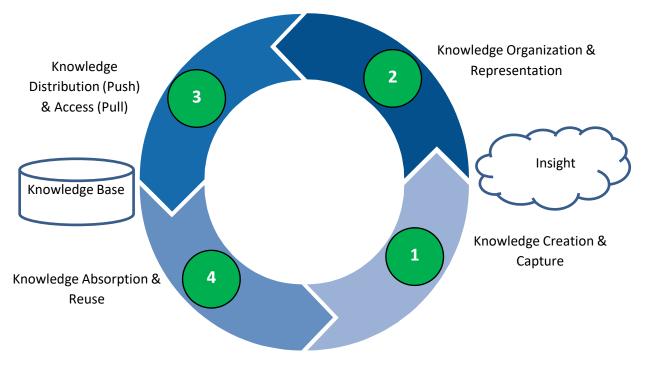
- Not for Everyone
- Peer Coaching and Mentoring
- Classroom Training
- Those with Desire
- In-house or Outside Resources
- Curriculum Development





#### **Structured Intellectual Capital**

"How do we get the knowledge out of people's heads and into a computer, a process, or a document?"



#### **Human Capital**

"How do we get people to have more knowledge in their heads?"

Source: Mark H. Friedman, Emergence LLC, 1999

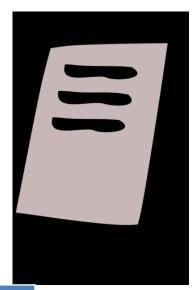






#### Implementation

Developing a personnel roster is one way to track knowledge by position



#### Personnel Roster by Position

Position	Number	Name	Start Date	Projected Retirement
Asset Manager	2	John J.	Oct-98	May-17
		Patricia R.	Mar-06	Sep-20
Maintenance				
Manager	3	David A.	Jan-00	Jan-25
		Sally D.	Aug-92	Oct-18
		Vacant		



## Train the Trainer Courses

- Colleges
- Consulting Firms
- In-house
- Includes



– Training Materials





#### Summary

- Time is Running Out!
- Form a Plan
  - Hiring
  - Training
- Continuous Improvement
- Efficient Workforce







