

See: The Future of Government

A Report on the Retiring Workforce
and the Role of Knowledge
Management

TANDBERG

See: productivity

See: passion

See: performance

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Overview: Help Wanted

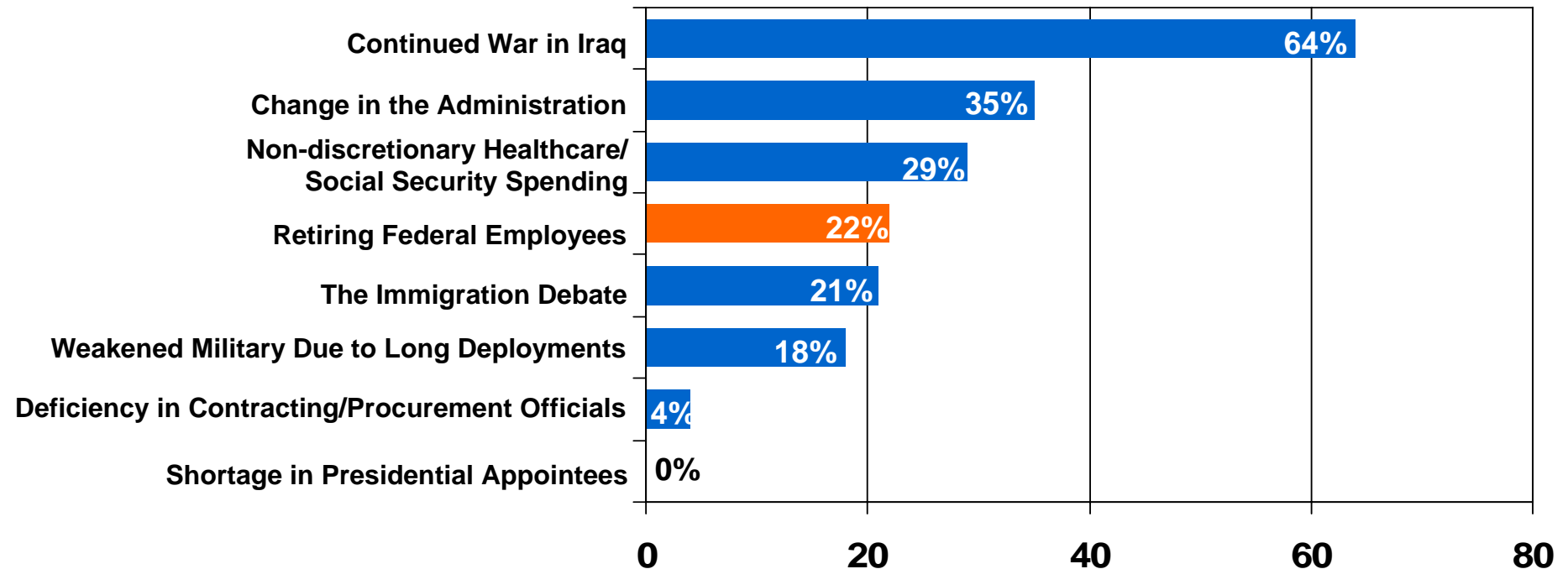


- Approximately **60%** of the Executive Branch's 1.6 million white-collar employees and **90%** of about 6,000 Federal executives will be eligible for retirement over the next 10 years.* The result – knowledge management, training, recruitment, and workforce retention will play a significant role in determining the future of government
- This report, based on an August 2007 survey of 171 Federal managers, gauges awareness of the workforce issues, shares opinions regarding current knowledge management infrastructure, and provides recommendations for progress

Workforce Issues: On the Radar?

- Federal managers do not place high priority on workforce issues. When asked to select two issues that will most impact the Federal government over the next two years, just **22%** name the issue of retiring Federal employees

What issues will most impact the Federal government over the next two years?



Workforce Issues: On the Radar?

- Predictably, older Federal employees and those with greater length of service place higher priority on the retiring workforce issue

30%

of Federal managers over the age of 46 name the retiring workforce as a key issue.

vs.

10%

of Federal managers 45 years of age and younger name the retiring workforce as a key issue.

26%

of Federal managers with 11+ years of service name the retiring workforce as a key issue.

vs.

13%

of Federal managers with less than 10 years of service name the retiring workforce as a key issue.

Status Report: Current Knowledge Management Concerns

- Federal managers share significant levels of concern about their agency's current knowledge management, training, and development processes, pointing to a hard requirement for change

% of Federal managers who report they are...

78%

Somewhat or very concerned about their agency's current knowledge management processes

79%

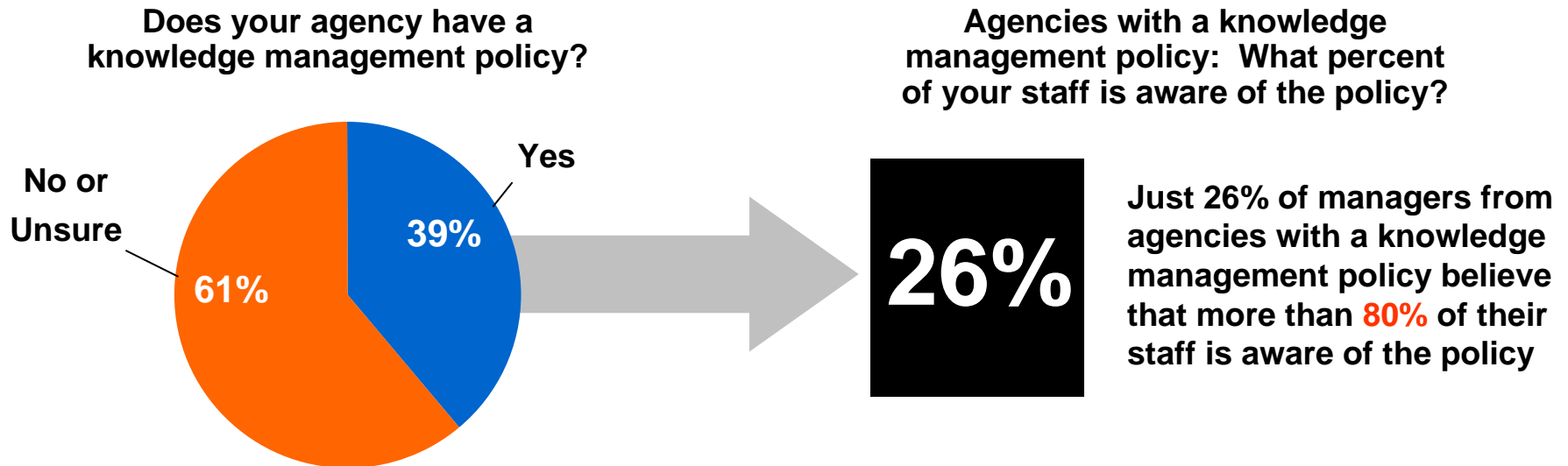
Somewhat or very concerned about their agency's training (process education/skills development)

77%

Somewhat or very concerned about their agency's employment development (continuous leadership and mentoring to enable employee growth and promotion)

Passing the Baton: Are Agencies Ready?

- Current deficiencies in Federal knowledge management practices have the potential to hamper upcoming workforce transitions



In Focus: Current Agency Information Capture

- Federal managers report their agencies collect some, but not all, critical information for the next generation of Federal employees
- With just **37%** collecting informal information about how to do things most efficiently, Federal agencies are losing critical lessons learned – and their ability to avoid the past mistakes

If your agency has a knowledge management policy, what types of information are collected and archived?

#1 **87%** collect official operating processes and procedures

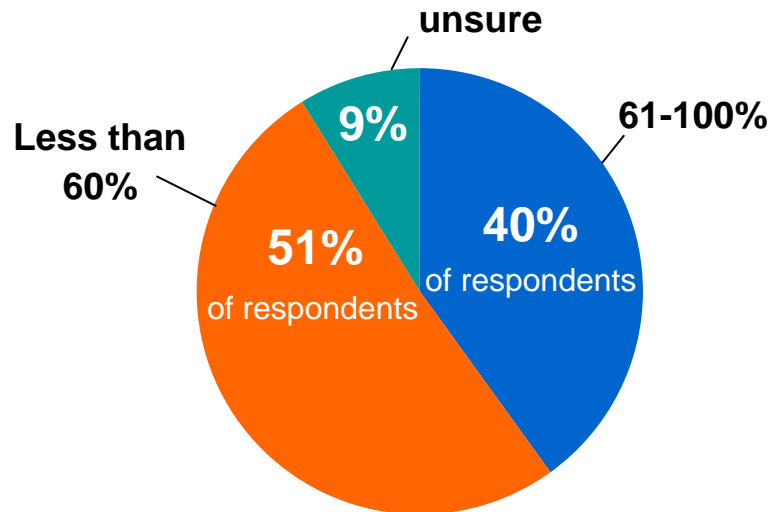
#2 **67%** collect roles, responsibilities, and chain of command information

#3 **37%** collect information about how to do things most efficiently

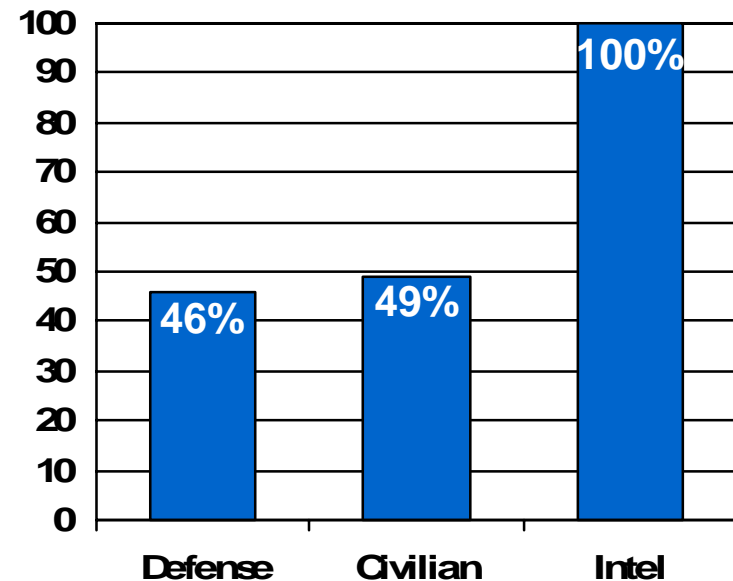
In Focus: Current Agency Information Capture

- Less than half of Federal managers report that their agencies are capturing the majority of their operating processes in writing

What percent of your agency's operating processes are documented in writing?



Respondents by agency who report that **60% or less** of their agency's processes are documented in writing



Back to School: Variety of Post-Hire Training Needed

- While agencies are clearly focused on training at hire, there are gaps to address, i.e., the need for more post-hire training – including education on best practices left by new employees' predecessors

Good Support at Hire

<i>Agencies that offer new hire orientation</i>	82%
<i>Agencies that offer technology training</i>	74%

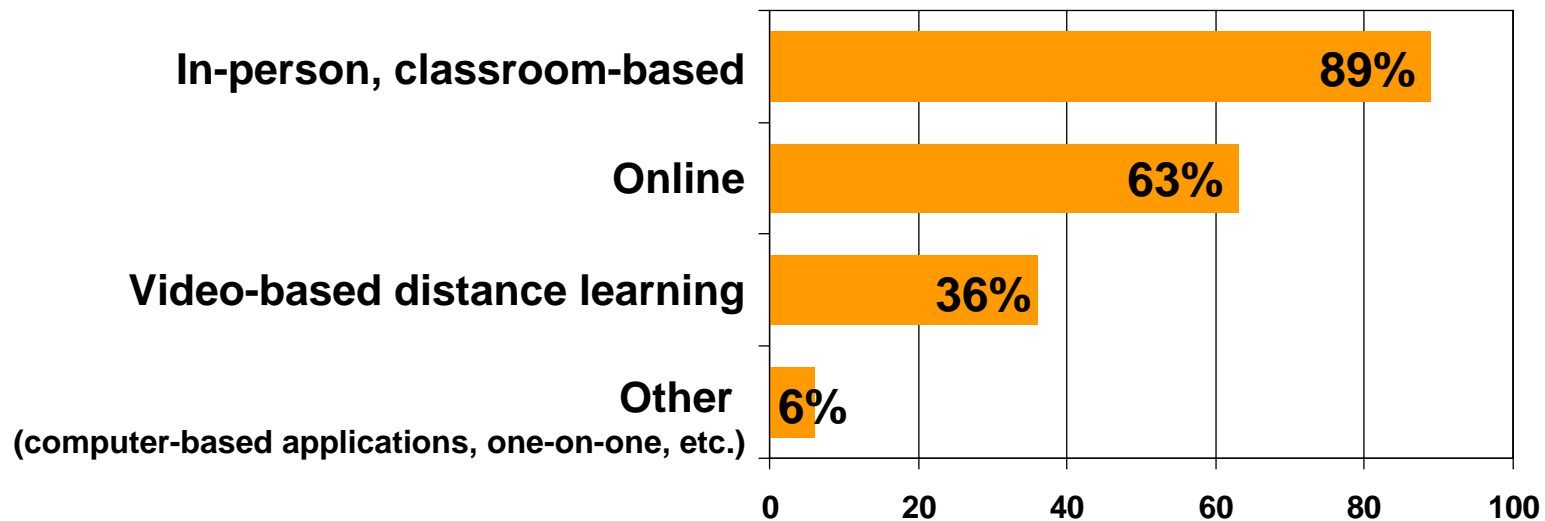
Less Support Once Hired

<i>Agencies that offer new process/procedure training</i>	57%
<i>Agencies that offer issues-based education</i>	48%

Back to School: Variety of Post-Hire Training Needed

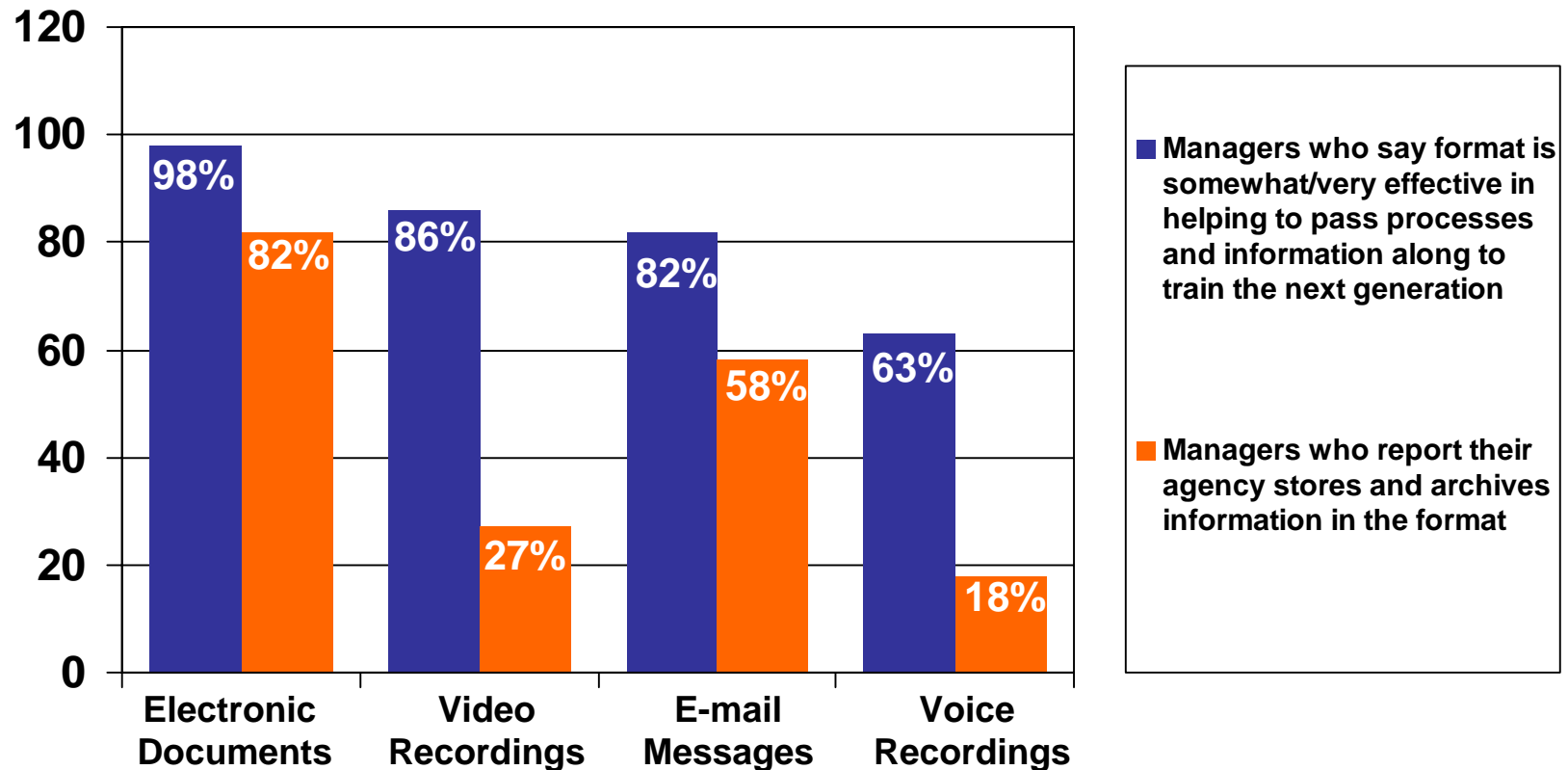
- Agencies still focus primarily on in-classroom training, potentially missing an opportunity to expand and scale their training programs

In which formats does your agency offer training?



Save and Retrieve: Missed Opportunities

- Agencies are missing opportunities to capture information for the future workforce. Despite high recognition of the effectiveness of multi-media tools, Federal managers report lower use than confidence in all cases



Save and Retrieve: Multi-media Critical

- Missed Opportunity: Agencies with videoconferencing are not taking advantage of knowledge management benefits

86%

of Federal managers say videoconferencing is somewhat/very effective for knowledge management. But...

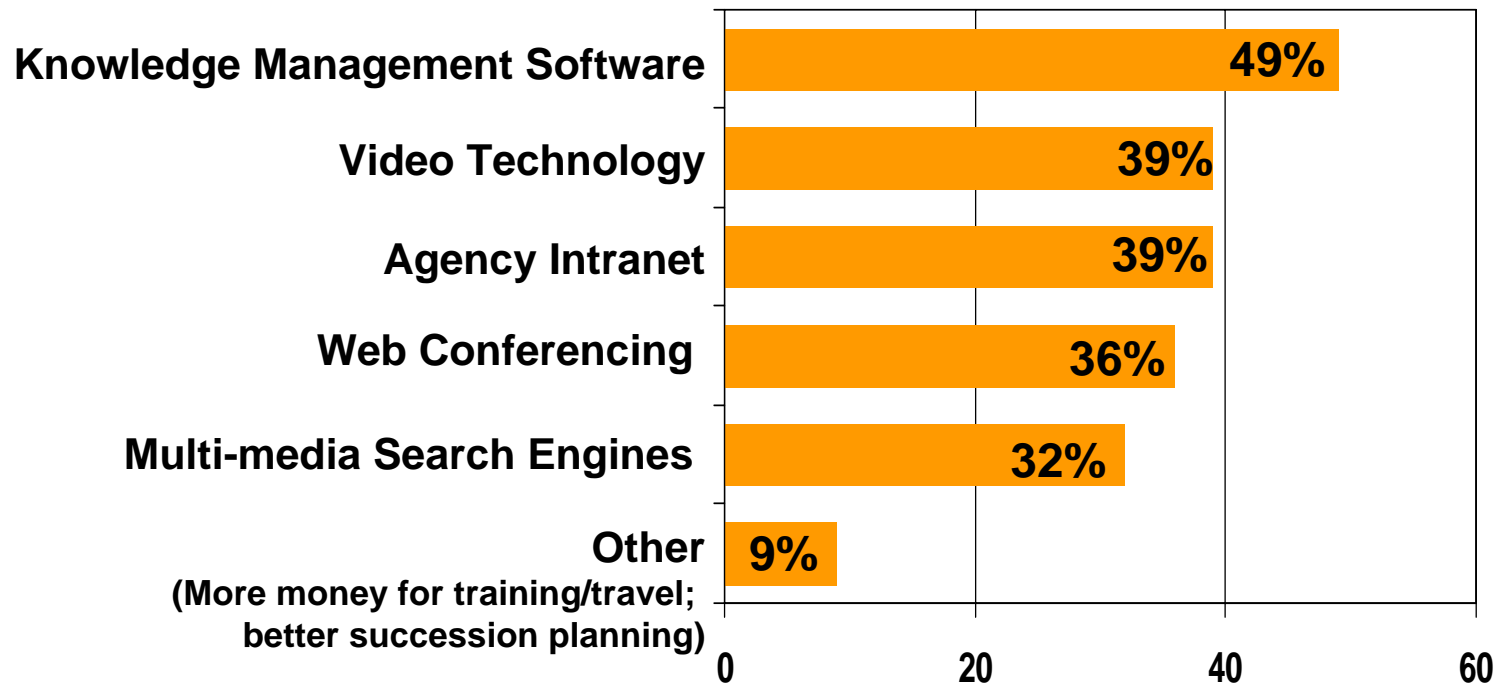
Just **20%** of agencies with video use it for knowledge management

Just **45%** of agencies with video use it for distance learning

Wish List: Managers Rank Resources

- Federal managers believe knowledge management software, video technology, and intranets are key to preparing the next workforce

What resources will help your agency improve the effectiveness of its knowledge management and training programs?



Calls to Action

- **Prioritize:** Identify current knowledge management and training processes; identify areas for improvement, and take steps to prepare for workforce transitions
- **Capture Informal Best Practices:** Expand the scope of information capture, including a focus on establishing processes to capture informal information on how to do things most efficiently
- **Implement Multi-Media Tools for Information Capture:** Consider the importance of multi-media tools for hard-to-capture informal information and look to implement new solutions
- **Expand Training Options:** Make greater and deeper training available post-hire through distance education such as Web, teleconference, and video courses to scale to meet the growing requirements (and preferences) of a younger workforce



Methodology and Sample Profile

Respondent Profile

- **Agency:** 14% Defense, 4% Intel, 82% Civilian Agency
- **Rank:** 24% SES, 52% GS 11-15, 24% GS 7-10
- **Years of Government Service:** 43% more than 20, 55% 2-19, 2% less than one
- **Age:** 1% 18-22, 5% 22-30, 32% 31-45, 50% 46-59, 12% 60+, 2% prefer not to disclose

Methodology

- Online survey conducted in August 2007
- 171 total responses

Margin of Error

- +/- 6.27% with 90% precision

Thank you.

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