



Using APHL's Knowledge Retention Toolkit

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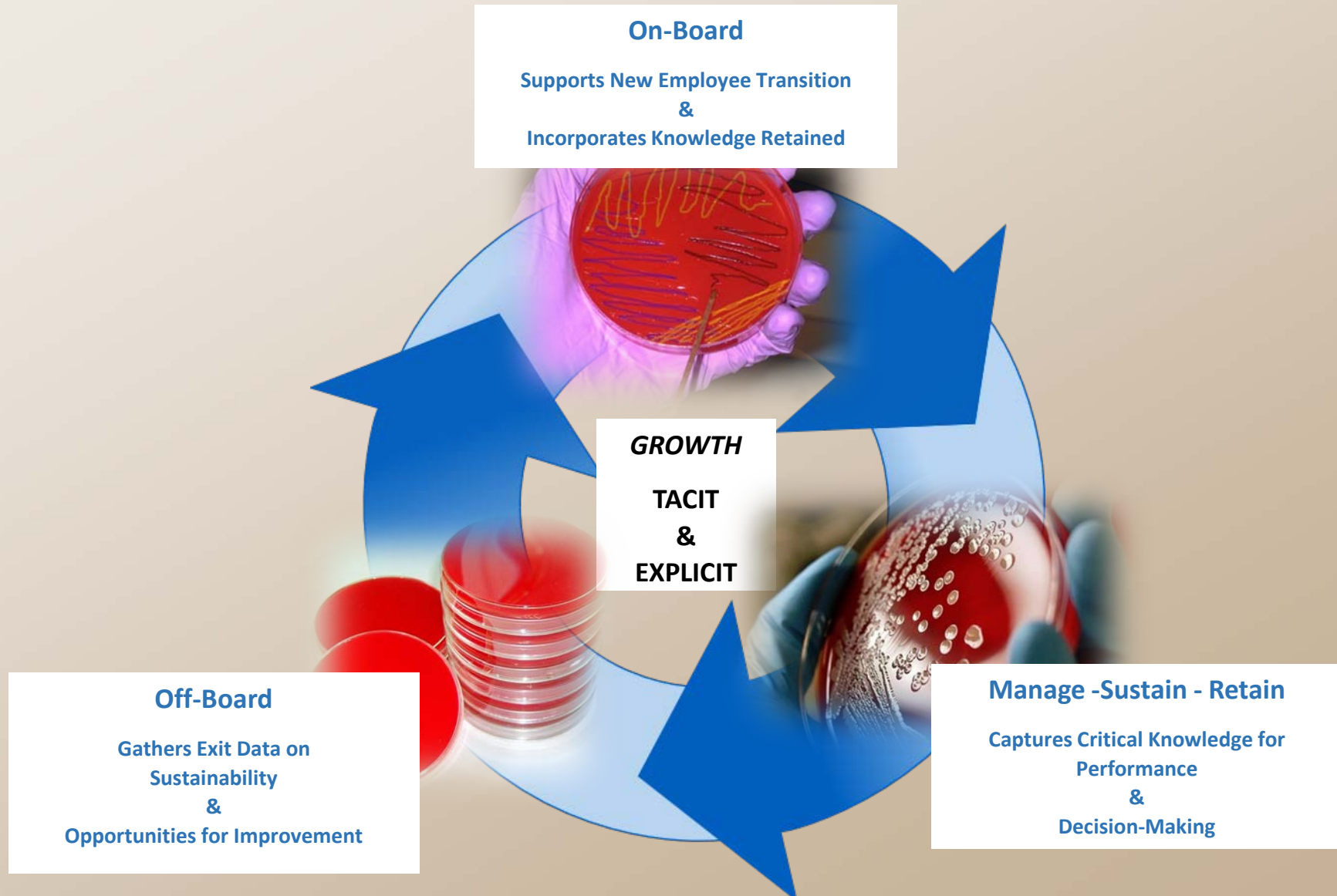
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The Need

Capture at-risk and critical knowledge that is specific to organizational performance and decision-making

- **Explicit Knowledge**- formal and often codified, comes in the form of books and documents, procedures and, policy manuals
- **Tacit Knowledge**- found through interactions with employees, customers and the memories of past vendors. This knowledge is hard to catalog, highly experiential, difficult to document in detail, ephemeral and transitory. It is also the basis for judgment and informed action.

Knowledge Lifecycle of the Employee



Toolkit Components

- Managing Knowledge
- Exit Interview
- Onboarding Plan





Managing Knowledge: General Questions

To Be Completed by All Staff

Name of Person Completing the Tool:		Lorelei Kurimski
No.	Question	Your Responses
1	What are the FIVE most important lessons you've learned while in your present position? Many times we find ways, commonly called "tricks of the trade" to facilitate our work and make us more accurate and efficient. Tell us about any "tricks" you know of, or lessons you've learned while in your position. (ex. workload organizing techniques, use of pre-printed or online shortcut tools, quick-guides, etc.)	Time Management: Use project tracking and to-do lists-- either through Outlook Calendar and/or Excel to keep organized. Use shared network and directory taxonomy to organize electronic documents. Archive older versions. Track deadlines and prioritize. Search for best practices-- don't reinvent the wheel. Reach out to others who have been on the journey. Attend conferences and stay connected through listservs. Contribute and share ideas through committees and memberships. Present findings. There are staff within the organization that have passion and skills to help get the work done-- reach out for their help Take the time to visit various areas of the Laboratory, even when you think you are too busy. Never forget to thank others for their help. Take the time to nominate staff for R&R.
2	What procedures do you find most useful for performing your job tasks?	Agenda template for meetings, Projects organized on the network drive- link distributed M:\Performance Management--- go to Tools for resources
3	If you had just one day to brief the person who would be replacing you in your present position, what would be the FIVE most important items to pass on to that person?	Strategic Planning: Understanding the use of Strategic Planning tools and models to develop and prioritize areas of growth Process Improvement: Learn about Lean Process Improvement Methodology and how to apply within an organization, Familiar with L-SIP and understanding of Systems Thinking, including organizational systems (Baldrige) Org Development: Facilitator Tools- Hot Dot, Interrelationship Diagram, Consensus Building, etc-- See General: How to manage effective meetings, leading groups and teams, budget development General: Networking with others is critical both internally (offices, divisions) and externally (UI-HR, APHL, ILC, IQC)

Managing Knowledge: General Questions

4	When you need information related to your job, which specific resources do you use? When possible use a hyperlink.	Books	Langford Tool Time for Business	Langford Tool Time for Lean	The Elusive Lean Enterprise	
		Journals	APHL Lab Matters			
		Websites	APHL	Iowa Quality Center	Iowa Lean Consortium	
		Listservs	APHL QA listserv	IQC member listserv	ILC listserv	
		e-subscriptions				
		Co- workers, Supervisor				
		Other- please specify				
5	Tell us where you keep or store the following items. Your electronic files, for example, might be on a network drive or your PC's hard drive. When possible use a hyperlink.	Your area's ELECTRONIC files & data	M: Strategic Planning			
			M: Performance Management			
		Your own work- related ELECTRONIC files & data	same			
		Hardcopies, paper files & data	N/A- other than files on my desk			
6	Have you created any database or have other electronic tools that helped you perform your job more efficiently? When possible use a hyperlink.	Other documents or resources not listed above	Reference Books in Office			
		Excel Spreadsheet for tracking projects, Skills Inventory, Time Studies				
		M:\Performance Management--- go to Tools for resources				
		StrengthsFinder, DISC				
		M:\Strategic Planning-- see Logic Models, Business Model, Decision Matrix, Deep Dive				



Managing Knowledge: General Questions

7	Are there any other daily operations activities for which you are responsible, but weren't covered above? This could include regular reports you generate or review. Provide a description, and in case of your absence, identify someone internally that can serve as your back-up.	Budgets, Monthly TDR Reviews
		Lead the Laboratory Leadership Team-- for all directors, supervisors, managers within SHL
		Regular updates at Exec Committee mtgs
8	Who are the people within your organization with whom it's most important for someone in your position to successfully interact? Please provide their name(s) and details about your interactions. Interactions include bi-directional as well as where you may serve as a subject matter expert. [Fields below to be filled in, not multiple choice]	Director- Strategic Planning, Process Improvement, Org Development
		Partner with Associate Directors, Offices- Strategic Planning, Process Improvement, Org Development
		Partners with HR- Knowledge Management/Onboarding/Offboarding, Leadership Program, Quarter Century Club, Emerging Skills Survey, Skills Inventory, Internal Training Taskforce
		All staff- various committees, strategic plan implementation, process improvement

Managing Knowledge: General Questions

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Who are the most important people outside of your organization with whom it's important for someone in your position to successfully interact? (These might be people at the local or state level, HazMat, major hospitals or clinics, academic institutions, etc.) Include key interactions associated with grants, cooperative agreements and contracts. Tell us the subject area, each person's name and organization, the method and frequency of your interactions (email, telephone, in person daily, weekly, etc.) and the most common reasons for your interaction (information, mentoring, projects, etc.)

Local Level/ Community Partners:

Subject Area	Name	Organization	Method of Interaction (email, phone, face-to-face, etc)	Reason for Interaction
Org Development, Strategic Planning	Gary Nesteby, Deb Oliver	Iowa Quality Center	All	Monthly Networks, Training Opps (SHL is a member)

State- state agencies, Universities, Associations:

Subject Area	Name	Organization	Method of Interaction (email, phone, face-to-face, etc)	Reason for Interaction
Lean	Dick See	UI-HR	All	Committee work
Leadership Development	Nikole Mac	UI-HR	All	Committee work

Regional:

Subject Area	Name	Organization	Method of Interaction (email, phone, face-to-face, etc)	Reason for Interaction

National- Federal Agencies, Associations:

Subject Area	Name	Organization	Method of Interaction (email, phone, face-to-face, etc)	Reason for Interaction
Knowledge Management	Deborah Kim	APHL	All	Chair, KM Committee
Laboratory Systems & Standards	Karen Breckenridge, Tina Su	APHL	All	Member, LSS Committee

Managing Knowledge: General Questions

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Are you currently working on any projects or other activities? Perhaps a research, assessment or evaluation project or a training initiative is on your calendar or maybe you are validating a testing method or gathering facts for new instrumentation or software for your area. Tell us about the project or activity(ies), any critical timeline issues and who else INTERNALLY knows or has details about these. Include pending activities that need to continue.

Internal Research Assessment or Evaluation:				
Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
See Project Tracker				
Internal Training, Outreach:				
Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
See Project Tracker				
Internal Other:				
Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
See Project Tracker				
External Research, Assessment or Evaluation:				
Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
See Project Tracker				
External Training, Outreach:				
Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
See Project Tracker				
External Other:				
Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
See Project Tracker				

Managing Knowledge: Lab Director

11	Is there any other information about your work/position that you feel is important to capture for the purpose of on boarding a successor or maintaining organizational knowledge.	Memberships to APHL, ILC, IQC. Join APHL QA Listerv. Sign up for quarterly UI-HR Lean Networking Lunch. Review projects and contents of M:\Strategic Planning and M:\Performance Management, as well as reference books Focused time to meet with Director, Associate Directors, Offices. Time to meet with each section within the Laboratory including AFD, DCD, EHD to understand all workflow throughout the organization. On-site visit to Ankeny. Focused time with HR Director				
12	Do you have routine work that needs to be performed on a regular cycle? Perhaps you prepare and present a monthly report, are responsible for monthly TDR review, review a quarterly summary, or develop an annual budget? Tell us about the these activities, any reports or summary information you either create or review, any cycles these must be done, and who else INTERNALLY knows or has details about these.	Routine Work Performed on Regular Cycles				
		Activity	Reports or Summary Information CREATED	Reports or Summary Information REVIEWED	Specific Cycle of Activity (DAILY, WKLY, MTHLY, QTRLY, ANNLY)	Internal Contact Name
		Project Tracking			Weekly	
		Process Improvements Projects	Phase1&2 forms	Summary Report of Findings	Varies depending on project	Laura Clark
		Emerging Skills Survey	Qualtrics Survey	Summary Report of Findings	Annually	Pat Kosier, HR Director
		Leadership Program- annual surveys	Qualtrics Surveys	Summary Report of Findings	Annually	Pat Kosier, HR Director or Amanda Hughes, Co-Chair



Managing Knowledge: Laboratory Director

No.	Question
1	What do you consider to be the most useful practices for ensuring smooth operation of the laboratory?
2	Do you have any advice or insights on finding and keeping good employees?
3	Are there any quality assurance practices you have found particularly useful?
4	What do you consider to be the best practices for providing quality testing systems?
5	How have you established and maintained lines of communication with internal and external customers in order to ensure a timely response to new laboratory service trends and program planning?
6	What do you consider best practices for strategic planning?
7	What do you consider best practices for improvements to your public health laboratory system, including outcomes from any L-SIP assessments or other quality improvement initiatives?
8	What do you consider best practices for policy development?
9	What are the key funding and contacts for the Laboratory?

Managing Knowledge: Laboratory Manager

No.	Question
1	What do you consider to be best practices in establishing quality standards?
2	What procedures and records do you have for maintaining supplies and equipment?
3	How did you ensure staff compliance?
4	What training did you or your staff need during your time at the laboratory?
5	How did you maintain the laboratory information system? (i.e. identifying information needs and problems; recommending improvements; establishing priorities; testing; writing user manuals; training employees; maintaining security and confidentiality.)
6	What new programs, tests, methods, instrumentation and procedures did you implement? Why? Do you have any recommendations in this area?
7	Do you have any tips or best practices for day-to-day operations? (i.e. cross-training, sample and testing workflow, maintaining competencies, etc.)
8	What are the key funding and contacts for your programs and what were your specific responsibilities?

Managing Knowledge: Scientist & Analyst

Laboratory Scientist	
No.	Question
1	Were there any specific practices or procedures you used to ensure quality testing?
2	Do you keep any records on instrument maintenance, supplies or other aspects of your job? Where are they located? Who else updates them? When were they last updated?
3	Where is the log of where chemicals are stored?
4	How often to you review standard operating procedures? Do you have any recommendations for SOPs?

Laboratory Analyst	
No.	Question
1	Where are any logs you maintain on lab equipment or specimens located?
2	What laboratory sections do you have regular contact with and for what purpose?
3	Do you have any tips or best practices for processing specimens?
4	Do you have any tips or best practices for preparing standards and reagents or maintaining supplies?

Managing Knowledge: Exit Interview

Number	Exit Interview Question	Response
1.	What is the primary reason you are leaving your current position?	
2.	Were there other factors not listed above for why you are leaving your current position?	
3.	What did you like about the position?	
4.	What did you dislike about the position?	
5.	Do you feel the position needs to be replaced?	
6.	What are the critical skillsets needed in this position?	
7.	What qualities or traits are most important for a person to succeed in this position?	
8.	What, if any, were the barriers to succeeding in this position?	
9.	What can our organization do in the future to avoid losing a valuable person such as you?	
10.	What are you most proud of that you have accomplished in this position?	
11.	Do you have any suggestions for onboarding?	
12.	Do you have any recommendations for any responsibilities that should be evaluated or changed with this position?	



Managing Knowledge: Onboarding Plan

The Onboarding Plan should be developed for any new employee. The plan supports the transition of responsibilities through assurance that key tasks are completed and phased in over an extended period of time (up to one year). Much of the information collected from a departing individual in the KM Tool for a similar position may provide details for the transition of duties. It is recommended that the supervisor meet on a regular basis during the transition period to assess progress and adjust the plan accordingly.

October November

Category	Task	Notes or Hyperlink to Relevant Information	COMMENTS	Primary POC (Name)	Second POC (Name)	MONTH	MONTH		MONTH	
						pre-arrival	wk1/2	wk3/4	wk1/2	wk3/4
Administrative Essentials	Basics- Prep office/work area, phone, PC & essential software and access rights, including LIMS and internal networks.	Covered by HR Checklist		Kurimski	Clark	●				
Administrative Essentials	Basics- Paperwork/certificates	Covered by HR Checklist		Kurimski	Clark	●				
Administrative Essentials	Basics- HR orientation	Covered by HR Checklist		Kosier	Kurimski		●			
Administrative Essentials	Basics- Update/join memberships at local/state/national associations, join key listservs		See KM General Info	Kurimski	Clark		●			
Administrative Essentials	Basics- Schedule attendance at meetings, participation in essential workgroups or committees		Lab Leadership, Exec Comm	Kurimski			●			
Administrative Essentials	Basics- Complete employee health needs, PPE	Covered by HR Checklist	During Week 1	Kosier	Adamson		●			



Managing Knowledge: Onboarding Plan

Administrative Essentials	Basics- Orientation on Strategic Plan, future growth		During Week 1	Kurimski			●			
Administrative Essentials	Documentation- Get full list of affected or impacted grants/contracts		During Week 1	Kreman			●			
Administrative Essentials	Documentation- Update internal and external contact lists, including web-site(s)		During Week 1	Wykoff, Kurimski			●			
Administrative Essentials	Training/Access- Security, safety compliances, access rights	Covered by HR/Supervisor Checklist	During Week 1	Berger			●			
Administrative Essentials	Training- Complete essential training/annual training requirements/compliances	See My Compliance	During Week 1	Kurimski	Clark		●			
Administrative Essentials	Training- openELIS, other LIMS systems		During Week 1	Delin			●			
Administrative Essentials	Training- UI accounting systems (TDRs)		During Week 1	Dricken			●			
Administrative Essentials	Training- iPassport document control software, other key software to perform job (Instrument Software, Office 360, Adobe, Visio, etc.)		During Week 1	Pendergast or Valbracht			●			
Administrative Essentials	Training- Review organization of network drives, how to reserve conference rooms, how to use videoconference equipment		During Week 1	Kurimski			●			
Administrative Essentials	Training - Grants/Contracts process, overview of current grants and contracts. Change contact personnel if needed. --- Arrange with Grants Administrator (Kreman)		During Week 1	Kreman			●			
Administrative Essentials	Training- Internal Policies, Procedures, SOPs		During Week 1	Kurimski			●			
Administrative Essentials	Training- QM Program (includes QC, QA, QI)--- Arrange with QS Manager (Valbracht or Pendergast)		During Week 1	Pendergast or Valbracht			●			



Introductions	Notifications- Internal Staff (MOTD or APB)		Use APB	Kurimski			●			
Introductions	Notifications- Key Local Partners, include E/R		See KM General Info	Kurimski		●				
Introductions	Notifications- Key State Partners, include E/R (IDPH, IDNR, IDIA, IDALS, hospitals and clinics)		See KM General Info	Kurimski		●				
Introductions	Meet- Introduce/announce at next upcoming Lab Manager mtg		At Nov meeting	Kurimski					●	
Introductions	Meet- Arrange Coralville or Ankeny tour		Arrange ANK tour during second month	Kurimski		●				
Introductions	Meet- Internal DIRECTORS - Arrange with each Director AND any Direct Reports					●				
	Direct Reports		N/A	N/A						
	DCD (Aldous) Admin Serv Coord (Mattson)		during first month	self-sched				●		
	EHD (Interim: Simmons, Schueller) Admin Serv Coord (Mattson)		during first month	self-sched				●		
	AFD (Dricken) Admin Serv Coord (Adamson)		during first month	self-sched				●		
	HR (Kosier)		during first month	self-sched				●		
	Org Development (Kurimski)		during first month	self-sched				●		
	Public Policy (Mollenhauer)		during first month	self-sched				●		
	IT (Shirazi)		during first month	self-sched				●		
	Strategic Communications (Blake)		during first month	self-sched				●		
	Office of Genomics (Berberich)		during first month	self-sched				●		
	Emergency Preparedness (Reiter-Kintz)		during first month	self-sched				●		
	Office of Research (Desjardin)		during first month	self-sched				●		
	Education/Training (Hochstedler)		during first month	self-sched				●		



Introductions	Meet- Internal Key SCIENTIFIC Managers/Supervisors																			
	DCD - Serology, MSAFP (Sexton)		during first month	self-sched																
	DCD- Microbiology (Jepson)		during first month	self-sched																
	DCD- Molecular Biology/Virology (Benfer)		during first month	self-sched																
	DCD- Biosafety (Fayram)		during first month	self-sched																
	DCD- Purchasing/Process Improve (Clark)		during first month	self-sched																
	DCD- Env Micro (Hall)		during first month	self-sched																
	DCD- NBS- (Ramirez)		during first month	self-sched																
	EHD- Ankeny Lab (Simmons)		during first month	self-sched																
	EHD- Air Quality (Hughes)		during first month	self-sched																
	EHD- Limnology (Schueller, Luzier)		during first month	self-sched																
	EHD- Asbestos, HPLC, Industrial Hygiene (S.May)		during first month	self-sched																
	EHD- Chem Terrorism Program (Wels, Mara, Treimer)		during first month	self-sched																
	EHD- Emergency Preparedness (Reiter-Kintz)		during first month	self-sched																
	EHD- FIFRA (Larabee-Zierath)		during first month	self-sched																
	EHD- GC (Cain)		during first month	self-sched																
	EHD- Lab Cert Program (Simmons, Wasson)		during first month	self-sched																
	EHD- Radiochemistry, Nutrients (D. May)		during first month	self-sched																
	EHD- Radiation Response (L. Marine)		during first month	self-sched																
	EHD- Research/Development (Vargo)		during first month	self-sched																
	EHD- Inorganic Chem (Elliott, Wels)		during first month	self-sched																
	EHD- Lakeside Labs (Heimdal)		during first month	self-sched																



Managing Knowledge: Onboarding Plan

Introductions	Meet- Internal Key SUPPORT Services Managers/Supervisors									
	AFD- Financial Management-- Billing, Purchasing (Dricken)		during first month	self-sched					●	
	AFD- Grants/Contracts (Kreman)	See under Admin Essentials	during first month	self-sched					●	
	AFD- Client Services/Outreach (Marine, Rathjen)		during first month	self-sched					●	
	AFD- Central Services (Singleman, VanAuken)	include carpool requirements	during first month	self-sched					●	
	AFD- Data Entry (O'Leary)		during first month	self-sched					●	
	AFD- Central Accession (Villhauer)		during first month	self-sched					●	
	AFD- Safety/Security (Berger, Fayram)		during first month	self-sched					●	



Introductions	Meet- Key Local Partners, include E/R		See KM General Info- ILC, IQC	Kurimski	Clark			●		
Introductions	Meet- Key State Partners, include E/R		See KM General Info- UI HR Team	Kurimski				●		
Introductions	Meet- Key Regional & National Partners, include E/R							●		
Introductions	Meet/New Membership- Key Associations, Organizations, include E/R		See KM General Info- APHL					●		
Introductions	Meet/New Membership- Internal workgroups/committees		See KM General Info- Add to Lab Leadership Team, Exec Comm, Leadership Program, Internal Training Taskforce	Kurimski	Kosier			●		
Introductions	Meet/New Membership- External workgroups/committees								●	

Transition of Duties	Technical Training- competencies, on-line certifications (e.g. Agilent)									●	
Transition of Duties	Direct Report Responsibilities- workflow, absenteeism, performance reviews									●	
Transition of Duties	Transition- Budget development & reviews for Dept, Section, Area		Effective immediately	Anderson, Lenz				●			
Transition of Duties	Transition- Budget development & reviews for Grants, Contracts		Effective immediately	Anderson, Lenz				●			
Transition of Duties	Transition- workflow authorizations, including equipment/supply purchase		Effective immediately	Anderson, Lenz				●			
Transition of Duties	Transition- Specific projects, any critical issues, specific timelines or due dates, internal and external contacts		During first two weeks	Kurimski				●			
Transition of Duties	Transition- Routine work such as reports or summary information created or reviewed, the frequency, and internal contacts		See KM- General Info	Kurimski				●			
Transition of Duties	Transition- any procedures and recordkeeping for maintaining supplies, equipment, chemicals		Clark orders supplies	Clark					●		

KM Tool: Who Should Complete?

- Who are your **experts**?
- What **staff** have been in their **position for many years**?
- Where do you **lack cross-training** or **adequate back-up**?
- What positions require **extensive tacit knowledge**?
- Who may be taking a **leave of absence**?
- Who's **departing** your organization?
 - Retirement
 - New Job
 - Job Transfer



KM Tool: Tips

- **Grow your Culture – Demonstrate the Benefit**
 - Try a pilot with one area or section
 - Hold organization-wide Seminar or use existing leadership and staff meetings to introduce tool.
 - Create a story board in a highly visible area. Distribute APHL web-link.
- **Use the Tool for Departing Staff**
 - Coordinate process through Human Resources.
- **Institutionalize Use of the Tool in your Organization**
 - Develop policy, plan, and timeline
 - Phase In over several years.
 - Prioritize and target the first year those that would be greatest risk to organization if information is lost