

Lehigh County Authority Knowledge Management & Succession Planning

Board Review: November 9, 2020

Past Efforts: Brief Review

- Workforce Initiatives: Recognition of Retirement Risk
 - 2007 – Workforce Plan
 - 2008-2010 – Org Chart adjustments
 - 2009 – Knowledge Management (KM) Team formed
 - 2010-2011 – KM Needs Assessment
 - 2012 – Knowledge Sharing Skills Development

Knowledge Management at LCA

Past LCA Approach (small org)

Knowledge Transfer Focus:

Transfer from brain to documents
Transfer from one person to another

Collaborate to prepare SOPs

Cross-train across departments

One-on-One coaching / mentoring

Tell my story to the next generation

Link people together
(Who do I ask for help with XYZ?)

Remaining Gap / Risk:

Losing “how” to do it

Knowledge Management at LCA

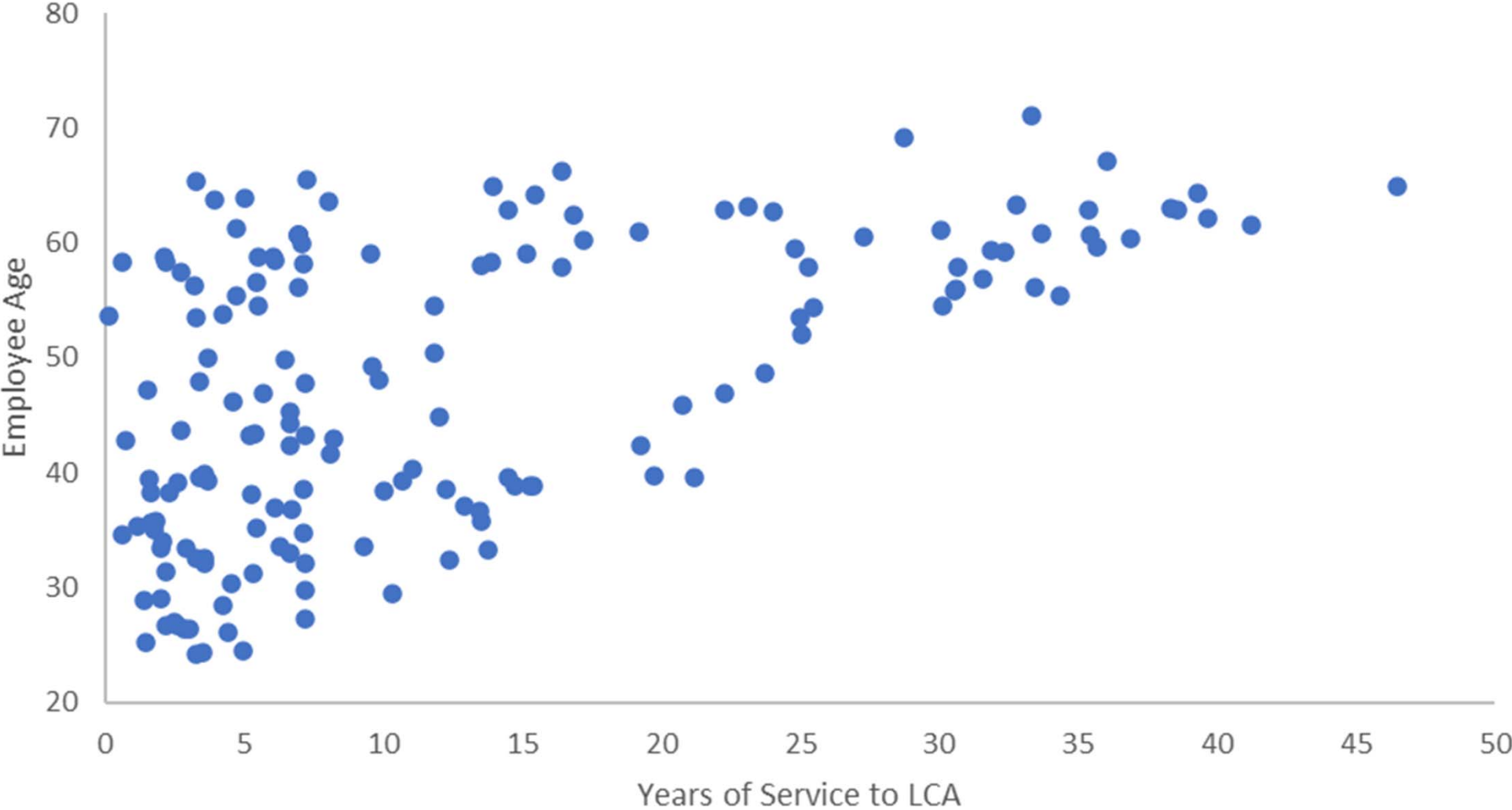
Past LCA Approach (small org)	New LCA Approach (large org)
<p><u>Knowledge Transfer Focus:</u> Transfer from brain to documents Transfer from one person to another</p>	<p><u>Knowledge Transfer Focus:</u> Transfer from brain to systems Train people to use systems</p>
<p>Collaborate to prepare SOPs</p>	<p>Collaborate to organize & link SOPs</p>
<p>Cross-train across departments</p>	<p>Cross-train within departments</p>
<p>One-on-One coaching / mentoring</p>	<p>Peer groups & team mentoring</p>
<p>Tell my story to the next generation</p>	<p>Document my story in training videos</p>
<p>Link people together (Who do I ask for help with XYZ?)</p>	<p>Link systems together (GIS, CMMS, SCADA, dashboard)</p>
<p><u>Remaining Gap / Risk:</u> Losing “how” to do it</p>	<p><u>Remaining Gap / Risk:</u> Losing “why” we do it</p>



Succession Planning – It’s a challenge!

- Union contracts – restrict options
- Pay compression – top union jobs vs. supervisors
- Complex “legacy” processes – difficult to learn / teach
- Internal promotions – take your old job with you
- External candidates – steep learning curve
- Culture fit – elusive!

LCA Employee Mix





Tactics to Address High-Priority Retirements

- Biannual retirement risk profile update – identify the priorities
- Organizational structure review (envision the future)
- Internal candidate review / job shadowing
- Advanced hiring / transition planning (when possible)
- Emergency succession plans (23 completed in 2019)
 - Critical responsibilities
 - Qualifications
 - Current available options
 - Barriers / resources needed

LCA Retirement Risk Worksheet - Risk Factors & Scoring Guide

	SCORING			
	1	2	3	4
Retirement Risk	Unlikely to retire w/in 1-3 years	Possible retirement w/in 1-3 years	High likelihood of retirement w/in 1-3 years	Definitely retiring within 1 year
Risk of Institutional Knowledge Loss	Knowledge is primarily technical / skill based	Knowledge is mixed - technical & LCA-specific	Knowledge is highly technical and/or specialized to LCA process	LCA will have difficulty functioning without this person!
Training Time Required for New Employee	1-3 months to general proficiency	3-6 months	6-12 months or longer	1 year or longer
Internal Candidate(s) Available	At least 1 candidate ready today, or could be ready within 1 year w/ some mentoring	No candidates identified, but possible to train from within if time is available	Unlikely to fill from within unless we hire a junior / trainee person specifically to begin training	Definitely requires an external candidate
Difficulty Filling Position	Candidates generally available, can fill w/in 3 months	Longer search may be required, but likely to fill w/in 3-6 months	Highly challenging to find qualified candidates	National search required to find appropriate candidate
Alternative Staffing Options Available	Possible to fill interim gap w/ temporary, outsourced, cross-trained staff or work delays for a period of 3-6 months	Alternative staffing not ideal, but can accommodate interim gap if needed	Alternative staffing not workable for this position - will create significant overtime or burden or remaining staff until position is filled.	No options available - must fill immediately or risk major failures

Past vs. Current Retirement Risk

Recent Success Stories:

- WFP / WWTP Operations Structure & Leadership
- Solicitor & Chief Compliance Officer

Next Areas of Focus:

- Capital Works (happening now)
- Individual Plans – high risk positions identified
- Treatment Plant Operators

Discussion / Questions

Thank you!