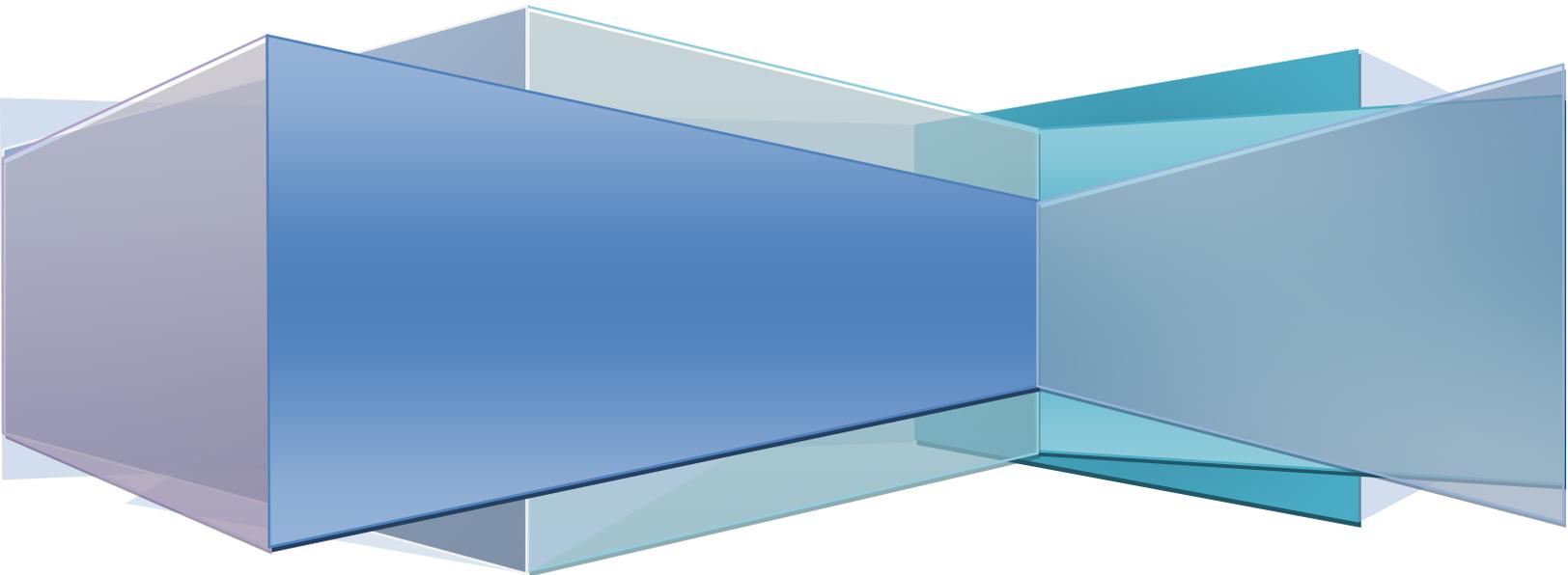




Knowledge Transfer Campaign

A Concept Note

Civil Service Bureau of Georgia
Civil Service Reform and Development Department



Knowledge Transfer Campaign in Public Agencies of Georgia

Aim of the KTC

Knowledge transfer campaign aims to develop HR function in the state agencies. Attraction, preservation and development of highly skilled workforce are significant means of delivering high standard service to the citizens. **This Knowledge Transfer Campaign aims to develop HRM systems in civil service agencies by fostering professional ties and sharing local knowledge and experience.**

International Practice

Before designing this Knowledge Transfer Campaign Civil Service Bureau of Georgia comprehensively investigated international practice and examined three successful Knowledge Transfer experiences:

- ✚ Knowledge transfer and publicly funded research agencies – *Australian Government, Department of Education, Science and Training*
- ✚ Succession Planning of the corporate knowledge transfer - *Treasury board of Canada*
- ✚ Knowledge Transfer in State of Alaska Agencies – *Department of Administration Division of Personnel & Labor Relations*

Why is it important?

It is essential to elaborate a vision for the Civil Service workforce planning as it ensures strategic alignment of an organization's human capital with its goals and objectives. It is a process of analyzing current workforce, determining workforce development needs,

calculating gaps that exist in employee skills and creating and implementing a plan to close those gaps. Knowledge transfer is one of the most important components in the entire workforce planning initiative of the Civil Service Bureau of Georgia.

A number of factors, such as shift to a value-based Public Service and a New Public Management system, rapidly changing procedures and adoption of E-governance technical solutions are affecting the way the Public Service of Georgia carries out its mission. Among these factors the issue of employee mobility in Civil Service has to be underlined as many employees with valuable corporate memory shift to private sector and their departure poses a challenge in terms of the potential loss of experience and expertise.

It has to be acknowledged that meeting the challenges facing Georgia's public sector is a shared responsibility and this initiatives calls for Governmental Institutions to respond to the development needs of the entire sector.

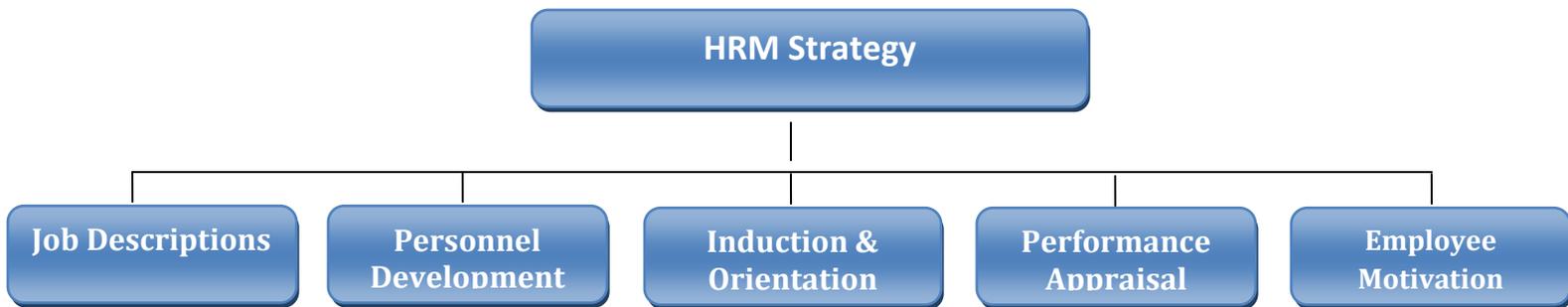
Where an idea came from?

Civil Service Bureau of Georgia conducted a survey aimed at investigation of actual operational conditions of the basic HRM systems. As a result of the survey sectoral maps has been established highlighting the fact of existence of different HRM tools and practices across Public Agencies. The study identified wide asymmetry of basic HRM competences in Public Agencies and showed the explicit need for the knowledge transfer campaign.

Key areas and justification

After methodic examination and analysis of the research data five key areas for the knowledge transfer campaign has been determined. Development of HRM strategy is at the center of the campaign together with actual tools for the execution of this strategy.





HRM Strategy: Institutional HRM strategic planning applies to the process of planning and integrating HR activities to support broad organizational mission and/or to accomplish specific organizational goals. Strategic plans may vary across the institutions depending on particular goals/objectives with a clear focus on recruitment, retention, employee development and ensuring workforce quality. Knowledge transfer campaign will facilitate sharing information and existing best practices and policies between public agencies enabling them to design and implement successful HRM strategies. Research has shown that 10 out of 21 State Institutions have general HRM strategy.

Personnel Development Plans: PDP's are important managerial tools for state institutions, representing commitment on the part of management and employee to trainings and other qualification rising activities leading to obtaining new skills for increased performance and productivity. The necessity of staff development programs in Georgian State Institutions is obvious due to permanent recruitment cycles, internal staff rotation (transfer from one department to another), regulation change or launching new programs and projects. Research has shown that only 5 (25%) out of 21 state institutions reported to have Personnel Development Plans.

Job descriptions: The job/position description is a basic HR management tool that provides consistency and clarity in the employment process and helps to increase

individual and organizational effectiveness by indicating responsibilities and functions that are required in a particular position and aligning employee to the organizational objectives. The job description together with the work plan is essential for monitoring performance. We have discovered that great majority of the participating public institutions have basic job descriptions in place. The research has shown that 18 out of 21 public agencies have of job descriptions in place.

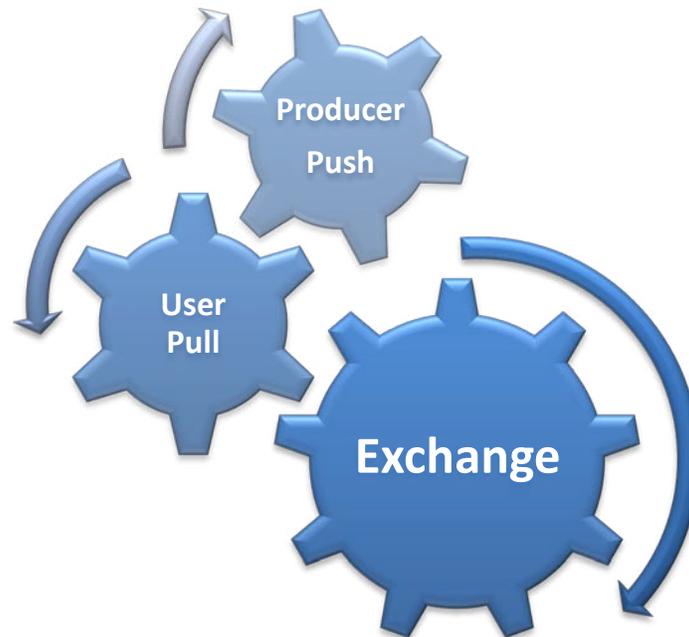
Performance appraisal and motivation: Performance appraisal of the Civil Servant refers to the formal structured system of measuring and evaluating civil servants job. Performance of the Civil Servant can be assessed against several factors such as: job knowledge, quantity/quality of output, initiative, leadership abilities, supervision, dependability, co-operation, etc. An appropriate performance appraisal system can provide multiple benefits for the general management as it helps to enhance communication, identify training needs, improve employee morale, helps to monitor employee's performance and motivate staff. Thus, Performance appraisal is directly linked to the employee motivation systems as they are highly interdependent and reinforce each other. Research identified, that performance appraisal systems exist in 8 (out of 21) Civil Service Agencies.

Induction/orientation schemes: refer to the planned and structured process of incorporation of new recruit into the organization, specially designed program to familiarize new employee about the culture, accepted practices and performance standards of the organization. An adequate induction process is absolutely crucial for transferring organizational, procedural and job related information to the new hire having massive impact on the attitude formation, motivation and productivity of an employee. According to the survey, vast minority of 3 out of 21 state institutions reported to have formal and structured induction schemes for the new recruits.



Knowledge Transfer Model

While designing knowledge transfer scheme it is essential to develop an understanding of the intellectual capital resource and competency requirements of the knowledge transfer partners participating in the process. The model for this knowledge transfers initiative integrates three central components.



Knowledge producers: For this particular KTC knowledge producers are Public Agencies having significant level of competence and measured progress in HRM systems. This target group of knowledge sharing contributors will be identified based on the survey results and individual negotiations with respective departments and units responsible for the knowledge sharing

Knowledge Users: Actual knowledge users for this campaign are departments and units of the State Institutions reported to have insufficient level of expertise in planning and execution of successful HRM models and practices. The target group of the knowledge users will be identified based on the research on HR systems conducted by Civil Service Bureau of Georgia.

Exchange: An exchange of knowledge will take place through managed and structured process of interaction between knowledge partners identified above. To ensure successful knowledge diffusion between State Agencies a combination of following methods will be utilized:

- ✚ Individual coaching and mentoring
- ✚ Best practices meetings and studies
- ✚ Transactional job shadowing
- ✚ Knowledge fairs

In order to successfully implement knowledge transfer initiative it is essential to ensure that there is a widespread acceptance and understanding of the nature of the issues to be addressed and mutual readiness to listen and learn. Special team building solutions will be used prior to the “exchange process” to encourage positive relationships between knowledge partners and establish shared vision and commitment to the KTC.

Description of methods for KTC

Methods and tools for the knowledge diffusion may include: individual coaching and mentoring, best practices meetings (involving international expert), transactional job shadowing and knowledge fairs.

Mentoring program

What	Mentors provide advice and guidance on a particular issue (agreed prior to the program). Mentor is an experienced performer (HR manager of the State Institution) and is responsible for sharing sector specific knowledge to the mentee.
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Why	<ul style="list-style-type: none"> ➤ To address specific development need of the State Agency that mentee represents ➤ To establish a reliable professional contact & network ➤ To develop higher level of proficiency
How	What knowledge and competency needs to be mastered by the mentee is initially agreed and determined. Mentors and mentees, duration of the program as well as areas of knowledge transfer will be determined prior to the program.

Best Practice Meetings

What	Best practice meetings and workshops will be organized to encourage sharing information on local and international best practices on a given issue. International experts will be involved at this stage of the program.
Why	<ul style="list-style-type: none"> ➤ To identify practices that has worked in other State Institutions and may be transferable ➤ To receive international expert's opinion and training ➤ To facilitate innovation and develop existing HRM standards
How	The performers with a measurable success at the local level will be identified to deliver presentation about their existing systems and practices. International experts will be invited to contribute to the workshop.

Job Shadowing (transactional)

What	Less experienced performer will be paired with skilled and qualified performer to share knowledge. 'Hands on practice' approach will be adopted and knowledge sharing will occur through observing actual working process.
Why	<ul style="list-style-type: none"> ➤ To provide "real life" exposure to the best practice HRM systems ➤ To Expand organization's overall knowledge and raise acquaintance about similar processes in the sector
How	Skilled professional who possesses competency (on a specific HRM related issue) as well as nature of knowledge needs to be shared will be predetermined. Job shadowing will be transactional (2/3 working days).

Knowledge Fair

What	Final stage of the event: showcases the knowledge received through KTC campaign, systems and practices adopted and impact emerged. To determine what knowledge has been shared and between whom.
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Why	<ul style="list-style-type: none">➤ To summarize the results of the KTC and measure the impact➤ To increase the awareness of the participants as well about the contribution of the program for the development of the HRM in Public Sector
How	All State Agencies will be invited to the event to deliver their presentations and success stories.