

A decorative L-shaped border composed of two parallel lines, one dark grey and one blue, framing the central text on the left and bottom sides of the page.

Knowledge Loss Risk Assessment

1. Identifying Key Positions

- Mission critical tasks are activities, if left undone, will result in an adverse effect on the accomplishment of organizational and unit goals and objectives.
- Unique expertise is crucial knowledge or expertise that is inherent to the position. If possessed by the incumbent, this places that person in a technical leadership position
- Organizational fit describes the position's area of responsibility and its importance to the overall organizational structure.
- Strategic location is determined on a job-by-job basis. In one location a position may be "key", but in another, it may not.
- Decision-making responsibilities are assessed based on the position's role as a part of the decision-making process, or how it frees others to make critical decisions.

2. Position Risk Factor

- 5 – Critical and unique knowledge or skills. This is mission-critical knowledge, agency- or unit-specific knowledge that is undocumented and requires three to five years of experience to bring skills to journey level. No skilled replacement is available to move into the position.
- 4 – Critical knowledge and skills. The knowledge and skills are mission-critical. Limited duplication exists in other positions/units or divisions, and only limited documentation exists to guide employee moving into this position. It requires two to four years of focused training and experience.
- 3 – Important organizational knowledge and skills. Documentation exists for the knowledge and skills and/or other personnel on site possess the knowledge/skills necessary to be successful in these positions. Applicants can generally be trained in one to two years.
- 2 – Procedural or Non-Mission-Critical knowledge and skills. Clear, up-to-date procedures exist. Training programs in place are current and effective. Training can be completed in less than one year.
- 1 – Common knowledge and skills. External hires possessing the knowledge/skills are readily available and require little additional training.

3. Retirement/Departure Factor:

- 5 – Projected attrition date within one year
- 4 – Projected attrition date within one to two years
- 3 – Projected attrition date within two to three years
- 2 – Projected attrition date within three to five years
- 1 – Projected attrition date is more than five years

Total attrition factor calculation:

$$\text{Position Risk Factor (PRF)} \times \text{Retirement/Departure Factor (RDF)} \\ = \text{Total Attrition Factor (TAF)}$$

Total Attrition Factor weighting scale:

- 20 – 25: High Priority and Immediate Action Needed

Action plan with due dates should be developed to include the method of knowledge transfer and specific training required.

- 16 – 19: Priority with Candidate Development Planning Needed

Planning should include method and timing of replacement, recruitment efforts and the method by which knowledge will be transferred.

- 10 – 15: High Importance

Assess how position will be filled in the future.

- 1 – 9: Important

Recognize the functions of the position and determine the transfer timing and methods.

Risk Assessment Worksheet



| Dept. Name | Job Title | Incumbent | Anticipated Retirement Date | Source: Employee, Estimated Date or Other | Retirement Factor | Position Risk Factor | Total Attrition Factor | Risk Level |
|-------------|--------------------------------|-----------|-----------------------------|--|----------------------|-------------------------|------------------------------|---------------|
| Maintenance | Maint. Manager | John Doe | 4/1/09 | Employee | 5 X | 5 = | 25 | A |
| DOT/Eng. | Admin. Asst. to Director | Linda Sue | 6/10/14 | Survey | 2 X | 3 = | 6 | D |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

Score Rating & Risk Level:

| | |
|---|---|
| A | 20 – 25 = High Priority, immediate action needed |
| B | 16 – 19 = Priority; staffing plans should be established |
| C | 10 – 15 = High Importance; look ahead to how the position will be filled or the work accomplished |
| D | 1 - 9 = Important; intermediate succession planning triggered |