



KNOWLEDGE RETENTION AND TRANSFER (KRT): Model and Maturity Matrix

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Update July 2023

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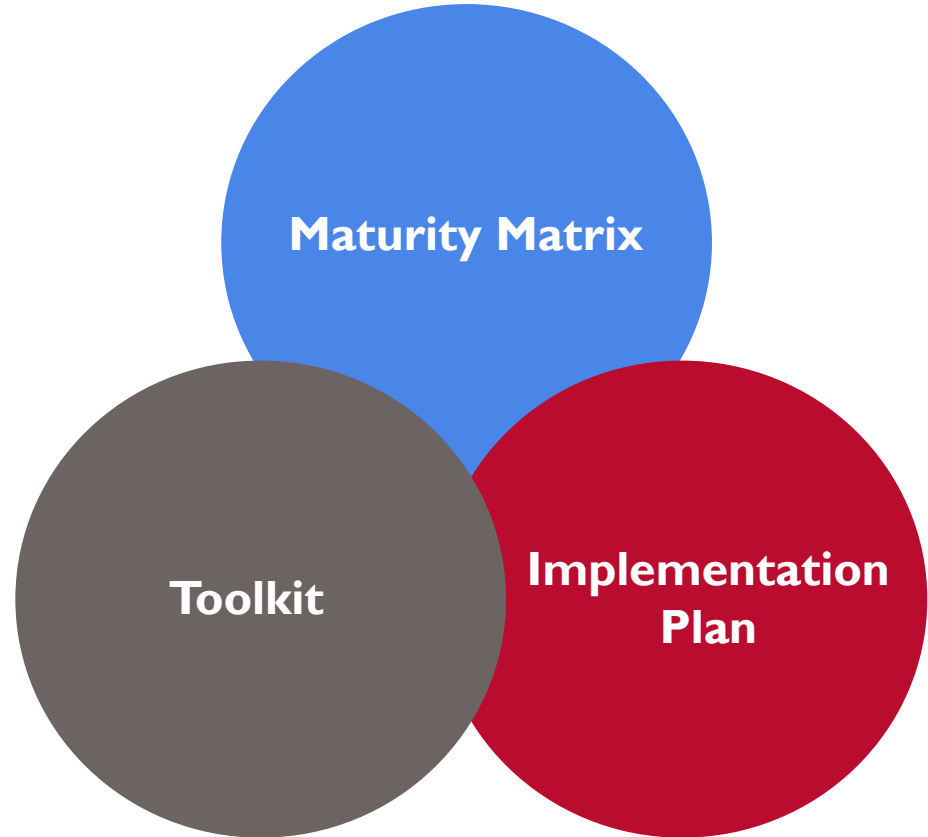
KRT Model



KRT Model: COMPONENTS

The Maturity Matrix is not a standalone tool. It is one of the three major components of the KRT Model.

The Maturity Matrix is meant to be used in conjunction with the KRT Toolkit and Implementation Plan.



Knowledge Retention and Transfer Maturity Matrix

The Maturity Matrix is a self-assessment tool to strengthen overall knowledge retention and transfer. This tool can be used in remote and hybrid work environments. It is recommended that the office responsible for KRT use this tool in consultation with staff to:

1. Understand the current state of knowledge retention and transfer,
2. Plan, budget, and act on improvements, and
3. Reinforce best practices.

Description of KRT Maturity Matrix Levels

GOOD

KRT processes, practices, and tools are used on an ad hoc and/or reactive basis.

KRT outcomes are sometimes assessed and improved to support continuity and momentum.

BETTER

KRT processes, practices, and tools are used with growing consistency. KRT outcomes are assessed and improved periodically to promote continuity and momentum.

BEST

KRT processes, practices, and tools are systematically assessed, implemented, and continuously improved by incorporating feedback from stakeholders to achieve continuity and momentum.

Knowledge Retention and Transfer (KRT) Phases



Knowledge Transfer: **ONBOARDING**

- **Processes**
- **Systems**
- **Culture**



Knowledge Retention: **ONGOING**

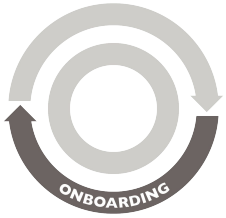
- **Organize**
- **Peer Exchange**
- **Governance**



Knowledge Transfer: **OFFBOARDING**

- **Capture**
- **Share**





Knowledge Transfer: ONBOARDING

In the onboarding phase it is important to set a positive and proactive tone for knowledge retention and transfer in order for new staff to get up to speed quickly. The categories for maturity are:

- **Processes:** establishing robust processes to share knowledge effectively and ensure that new staff are able to get up to speed quickly.
- **Systems:** giving new staff access to systems and leveraging mandated systems for effective storage of knowledge and information in order to enable staff to find relevant knowledge and information in a timely manner.
- **Culture:** creating an environment that is proactive and conducive to knowledge retention and transfer as staff (independent of hiring mechanism) join operating units in order to ensure that work proceeds smoothly.



Knowledge Retention: **ONGOING**

Beyond onboarding and offboarding, it is important to establish consistent practices and behaviors to ease our day-to-day work. The categories for maturity are:

- **Organize:** facilitating ease of access to important information and work products by consistently organizing, archiving, and updating work and documents regularly.
- **Peer Exchange:** establishing consistent and systemic practices for exchanging information and knowledge relevant to the organization, office, or team.
- **Governance:** establishing clear roles and responsibilities for KRT practices in the organization, office or team and that are continually improved upon and adapted.

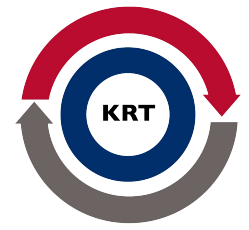


Knowledge Transfer: OFFBOARDING

In the offboarding phase it is crucial to retain and transfer relevant information and knowledge to incoming staff and the team so that work can proceed smoothly. The categories for maturity are:

- **Capture:** ensuring a comprehensive handover process from outgoing staff is a key part of this phase; equally important is ensuring that outgoing staff organize work documents and folders to facilitate access for incoming staff.
- **Share:** ensuring that information and knowledge is shared in a timely manner with the right people. This requires robust organization of work documents to share explicit knowledge and information, and also necessitates active engagement from all relevant stakeholders to share tacit or implicit knowledge and information.

KRT Model



How Should the KRT Maturity Matrix be Used?

On the next slides we will review all categories within the three KRT phases to:

1. Determine the level of maturity of each category by highlighting the statements that applies to the team.
2. Fill in the Self-Assessment slide after each category (slides 15, 19, and 22).
3. After documenting maturity levels, create an **action plan** for 3 or more prioritized categories.
4. Share findings with the team/organization after assessing the level for all categories.
5. Plan and budget for your team/organization's needs and reinforce best practices.



Onboarding PROCESSES

KEY CONCEPTS:

Behaviors: Everyone fulfills their role in onboarding.

Tasks: Explicit and tacit knowledge are shared via handover memo, repository of resources, calls with predecessor, briefing meetings, and more. Meetings can be virtual or in-person.

Results: Incoming staff quickly get up to speed, maintain momentum in ongoing work, and fully understand implications of any changes they propose.

GOOD

- **Some incoming staff** receive and digest a handover memo and participate in onboarding meet and greet sessions to gain and understand relevant team/office context and tacit knowledge.

- **Some staff** follow the KRT implementation checklist.

BETTER

- **Most incoming staff** participate in pre-arrival conversations on the handover memo and with "interim duties" contacts upon arrival, with an emphasis on relaying tacit knowledge.

- **Most incoming staff** participate in a series of KRT onboarding activities (e.g., orientations, portfolio discussions, external partner meetings, etc.) to leverage internal and local context for informed decision making.

- **Most staff** follow the KRT implementation checklist.

BEST

- **All incoming staff** engage in robust pre-arrival and knowledge transfer activities (e.g., handover memo, prior incumbent and interim duties contacts discussions) to better inform best practices.

- **All staff** consistently incorporate local context attributes and tacit knowledge across all KRT onboarding discussions.

- **All staff** follow the KRT implementation checklist.



Onboarding SYSTEMS

KEY CONCEPTS:

Behaviors: Staff access and use systems for KRT.

Tasks: Knowledge is located, stored, and organized in systems according to best practices; system access is incorporated into handover/onboarding.

Results: Staff have full knowledge of and quick/reliable access to systems that support knowledge management.

GOOD

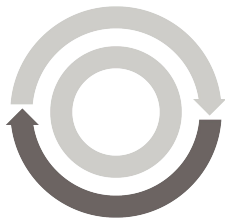
- **Teams usually** use existing knowledge systems and tools for KRT.
- **Some incoming staff** use relevant systems to locate, store and organize information and knowledge (e.g., intranets, dashboards, external and internal databases, etc.).
- **Most incoming staff** obtain position-related permissions (e.g., editing/ownership rights, passwords, etc.) and gain access to relevant information systems (e.g., intranets, dashboards, databases, etc.) and resources.

BETTER

- **Teams consistently** and effectively communicate, promote and reinforce best practices around the use of systems, which includes managing information according to the Records Management best practices.
- **Most incoming staff** use relevant systems to locate, store and organize information and knowledge, including sectoral and local context resources.
- **All incoming staff** obtain position-related permissions and gain access to relevant systems and resources in a **timely manner**.

BEST

- **Teams effectively** expand access to knowledge in the communities where we work by including local language materials as and formats accessible by differently-abled communities (e.g., visual and verbal resources - voiceovers, videos, closed-captions, graphics, etc.) as relevant.
- **All incoming staff** are able to access and use relevant systems to locate, store, and organize information and knowledge, including sectoral and local context resources to apply learning for decision making.



Onboarding CULTURE

KEY CONCEPTS:

Behaviors: Leaders champion KRT; all staff practice and advocate for effective KRT year-round.

Tasks: KRT feedback provided; KRT expectations are reflected in position descriptions and reinforced via incentives, such as recognition.

Results: Team and/or office defines and celebrates effective KRT as part of its purpose and culture.

GOOD

- **Managers/Senior Leaders** promote the use of the KRT toolkit and related processes to conduct onboarding, ongoing retention, and offboarding activities.
- **Managers/Senior Leaders** create a safe and comfortable environment for staff to share what is working and what is not.
- **Managers and HR** encourage the use of KRT resources, processes, and guidance by identifying KRT champions in each office/team.
- **Some staff** acknowledge KRT culture informally and using soft tactics (e.g., email, team meetings).

BETTER

- **Managers/Senior Leaders** incorporate the use of the KRT toolkit and related processes in Mission-wide processes to institutionalize the KRT Model.
- **Managers/Senior Leaders** seek feedback from staff, share back learning, and act on tangible steps to inform programmatic efforts and improve KRT processes and planning.
- **Managers and HR** expand position descriptions (PDs) to incorporate KRT into KRT champions' positions.
- **Most staff** recognize KRT culture formally through collating and sharing specific examples.

BEST

- **Managers and HR** update PDs to include and formalize KRT practices.
- **Managers/Senior Leaders** practice, model and promote team-based knowledge sharing and transfer for continuous learning and to improve KRT practices at the OU.
- **Managers/Senior Leaders** regularly dedicate time for KRT learning and reflection by hosting Q&A sessions with staff (e.g., individual learning training plans, etc.) to rigorously test practices.
- **All staff** consistently celebrate KRT behaviors and actions, to reinforce a knowledge sharing and learning culture.

Maturity Matrix Assessment: ONBOARDING



Self-Assessment for **Team/Office X**

Category	Level (Good, Better, Best)	Notes
Processes		
Systems		
Culture		



Ongoing ORGANIZE

KEY CONCEPTS:

Behaviors: Habitually employ best practices such as organizing and archiving documents, and updating and managing file structures.

Tasks: Keep knowledge resources up-to-date and well organized to improve access, speed, and quality of knowledge sharing.

Results: Reduced frustration and increased efficiency in locating knowledge resources.

GOOD

- **Some staff** collate files and work products, and organize, maintain (i.e., update or archive as needed), monitor, and upload position-related documents using formal systems (e.g., intranets, dashboards, external and internal databases, etc.).

- **Some staff** are able to search and find up-to-date internal and external information, knowledge, and resources (e.g., partner reports, external organizations' web pages, etc.).

- **Some staff** begin using and populating tools (e.g., trackers, summary pages, databases, outlines, master lists, etc.) to easily locate files.

BETTER

- **Most staff** collate files and work products and organize, maintain (i.e., update or archive as needed), monitor, and upload position-related documents using formal systems.

- **Most staff** are able to search and find up-to-date internal and external information, knowledge, and resources.

- **Most staff** use and contribute to tools including the creation of summary and synthesis documents (e.g., After-Action Reviews, Executive Summaries, "Read Me First" documents, etc.) to better identify and digest relevant information.

BEST

- **All staff** systematically collate files and work products, and organize, maintain (i.e., update or archive as needed), monitor, and upload position-related documents using formal systems.

- **All staff** are able to search and find up-to-date internal and external information, knowledge, and resources.

- **All staff** use, contribute, and create tools including well-structured summaries and synthesis documents to inform timely decision making.



Ongoing PEER EXCHANGE

KEY CONCEPTS:

Behaviors: Staff show curiosity to solve knowledge gaps and the team/office intentionally and continuously improves on knowledge gaps.

Tasks: Best practices are employed to exchange knowledge between operating units and beyond.

Results: All staff systematically enable knowledge sharing, continuity, and momentum. Operating Unit is well informed and knowledge loss risks are reduced.

GOOD

- **Some staff** use peer exchanges, such as discussion threads, forums and conferences, to share knowledge.
- **Some staff** use, implement, and update the KRT toolkit and tools.
- **Some staff** are able to identify gaps and needs and address them by convening groups or establishing platforms to facilitate knowledge exchange.

BETTER

- **The team** shares findings from collective reviews and discussions for organizational decision-making, assessments, and strategic adjustments.
- **Most staff** use, implement, and update the KRT toolkit and tools.
- **Most staff** are able to identify gaps and needs and address them by convening groups or establishing platforms to facilitate knowledge exchange.

BEST

- **All offices** intentionally share best practices and key findings within the office and organization to address knowledge gaps.
- **All staff** use, implement, and update the KRT toolkit and tools.
- **All staff** are able to identify gaps and needs and address them by convening groups or establishing platforms to facilitate knowledge exchange.



Ongoing GOVERNANCE

KEY CONCEPTS:

Behaviors: Adapt practices to ensure continuous improvement of KRT process.

Tasks: Institute feedback loops in order to assess and fill KRT gaps.

Results: KRT practices remain relevant to the team/office context and valuable to staff.

GOOD

- **Some offices** host meetings for KRT to discuss the maturity matrix and use of tools, practices, and processes, the management and development of summary and synthesis documents, and reflections on knowledge generated.

- **The team/office** determines roles and identifies gaps in KRT processes and practices (e.g., collating briefing materials, tracking off-boarding activities, and analyzing KRT constraints) to review team/office commitments annually.

BETTER

- **Most offices** host meetings for collective reviews, discuss the use of tools, practices, and processes, the management and development of summary and synthesis documents, and reflections on knowledge generated.

- **The team/office** develops a governance model that includes annual improvement, feedback loops, and monitoring plan(s) to coordinate governance responsibilities and address the team/office identified gaps in KRT processes and practices.

BEST

- **All offices** host meetings for collective reviews, discuss the use of tools, practices, and processes, the management and development of summary and synthesis documents, and reflections on knowledge generated.

- **The team/office** executes and implements the governance model to promote core KRT tenets that leverage regular feedback from stakeholders, improve KRT efficiency, reduce knowledge loss, and govern team/office decision-making.

Maturity Matrix Assessment: ONGOING



Self-Assessment for **Team/Office X**

Category	Level (Good, Better, Best)	Notes
Organize		
Peer Exchange		
Governance		



Offboarding CAPTURE

KEY CONCEPTS:

Behaviors: Leaders reinforce and staff regularly apply strong organizational and documentation practices.

Tasks: Offices/teams institute dedicated time(s) for KRT capture and after-actions for process improvement and decision-making.

Results: All outgoing staff capture and transfer knowledge by conducting handover discussions. Supervisors and leaders action the knowledge transferred from outgoing staff.

GOOD

- **Outgoing staff** completes the handover memo and schedules and conducts handover discussion session(s).
- **Outgoing staff** ensures workproducts are collated and shared with incoming staff or interim POC.
- **Outgoing staff and team/office** provide system access to key files, contacts, folders, databases, systems (i.e., intranets, dashboards, etc.), and external relevant resources.

BETTER

- **Outgoing staff** transfers ownership/rights to staff at the team/office or interim POC.
- **Outgoing staff** cleans up, organizes, and shares files, folders, contacts and external resources in the period leading up to departure or transition.
- **Team/office** submits access requests for incoming staff for listservs, databases, and systems.

BEST

- **Team/office** analyzes and incorporates learning from collated outgoing staff handover memo(s) for team/office decision making to support development outcomes and improve KRT processes.
- **Outgoing staff and team/office** identify gaps and opportunities from the knowledge transferred to improve systems organization for annual planning, resourcing needs, and management follow-up.



Offboarding **SHARE**

KEY CONCEPTS:

Behaviors: Staff consistently share tacit and explicit knowledge.

Tasks: Offices/teams share knowledge captured is shared in tools and during discussions; conduct exit interviews and incorporate feedback from shared knowledge.

Results: Knowledge and information are shared with the right person(s) at the right time.

GOOD

- **Some outgoing staff** engage in KRT offboarding activities to share relevant team/office context and tacit knowledge.
- **Managers/Senior Leaders** incorporate KRT tools, processes, and practices for **some outgoing staff**.

BETTER

- **Most outgoing staff** actively engage in KRT offboarding activities to emphasize team/office context and tacit knowledge sharing.
- **Managers/Senior Leaders** incorporate KRT tools, processes, and practices for **most outgoing staff**.

BEST

- **All outgoing staff** actively engage in KRT offboarding activities to ensure team/office context and tacit knowledge exchanges.
- **Managers/Senior Leaders** incorporate KRT tools, processes, and practices for **all departing staff**.
- **Managers/Senior Leaders** incorporate feedback from staff transfer activities to improve knowledge organization and capture.
- **Managers/Senior Leaders** share senior staff notes and other relevant information with team/officestaff.

Maturity Matrix Assessment: OFFBOARDING



Self-Assessment for **Team/Office X**

Category	Level (Good, Better, Best)	Notes
Capture		
Share		

KRT Model



Next Steps: USING THE MATURITY MATRIX

We recommend the following next steps once your team/office has completed the Maturity Matrix self-assessment tool:

1. Share and validate findings with your team/office.
2. Use the action plan to:
 - a. plan, budget, and act on improvements, and
 - b. reinforce best practices.