

## KNOWLEDGE TRANSFER PROCESS

### to secure expert knowledge

#### *Why moderated knowledge transfer?*

Employees with knowledge-intensive tasks have many years of experiential knowledge that they themselves are often not fully aware of. This knowledge cannot simply be passed on directly. Securing this expert knowledge is essential for the success of TU Dortmund University, not least because of the shortage of skilled workers.

The knowledge transfer process serves

- ➔ to collect the exclusive (and often implicit) experiential knowledge in a structured way, and
- ➔ systematically hand this over to the following person in moderated discussions.

#### *What are the requirements?*

The prerequisites are **early succession planning** and **temporary dual staffing** of the target position. Before the actual transfer of knowledge. Before the actual knowledge transfer

1. the requirements profile for the key position is developed
2. a schedule is drawn up (when will the person leave?)
3. the position is advertised (internally/externally)
4. the job selection procedure is carried out and the position is filled (twice).

#### *How is the knowledge transfer process structured?*

- I. **Preliminary discussion:** with knowledge provider, knowledge taker and manager, moderated by the personnel development department
- II. **transfer plan with milestones**, prepared by the personnel development department together with the knowledge provider and the knowledge recipient
- III. **Facilitated knowledge transfer discussions and development of a JobMap** with the range of tasks/activities of the knowledge holder(s)
- IV. **Feedback appointments** with the stakeholders
- V. **Final and evaluation meeting**

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