

Lack of Knowledge Transfer

Cultural perceptions exist amongst some individuals that information on computers or in files is a personal rather than a corporate information asset. On-the-job experience is very valuable in the Foreign Service field but hard to capture or share. The rotational nature of job assignments and the turnover of staff further compound this situation. In the period when one rotation is completed and the next is starting, an adequate overlap between incoming and outgoing incumbents is not in place to enable proper knowledge transfer. This creates a gap in the sharing of files when an employee moves from one rotational post to the next.

This condition is compounded by the increasing incidence of employees from OGDs taking on temporary Foreign Service (FS) assignments or exchanges with DFAIT, and then going back to their OGD upon completion of the assignment.

This risk is compounded by Risk 5: Staff Capacity and Risk 6: Staff Capability.

Current Risk Mitigation

Records management technology is operational in some parts of the Department. Committees have been established to review the risk and to develop a solution.

Current areas of best practice are being developed:

- At SMC, the intranet and InfoBank are used to document all business processes and policies
- Comprehensive pilot programs are running at some missions to conduct an assessment of business processes and needs related to records and knowledge management. In Prague, an information management improvement program is being piloted

Supporting human resource initiatives underway include:

- Mentoring as a knowledge management process is in place in some units such as Common Services Abroad Planning and Coordination Division (SMC)
- The HR Branch is conducting a pilot on succession planning for the next five years