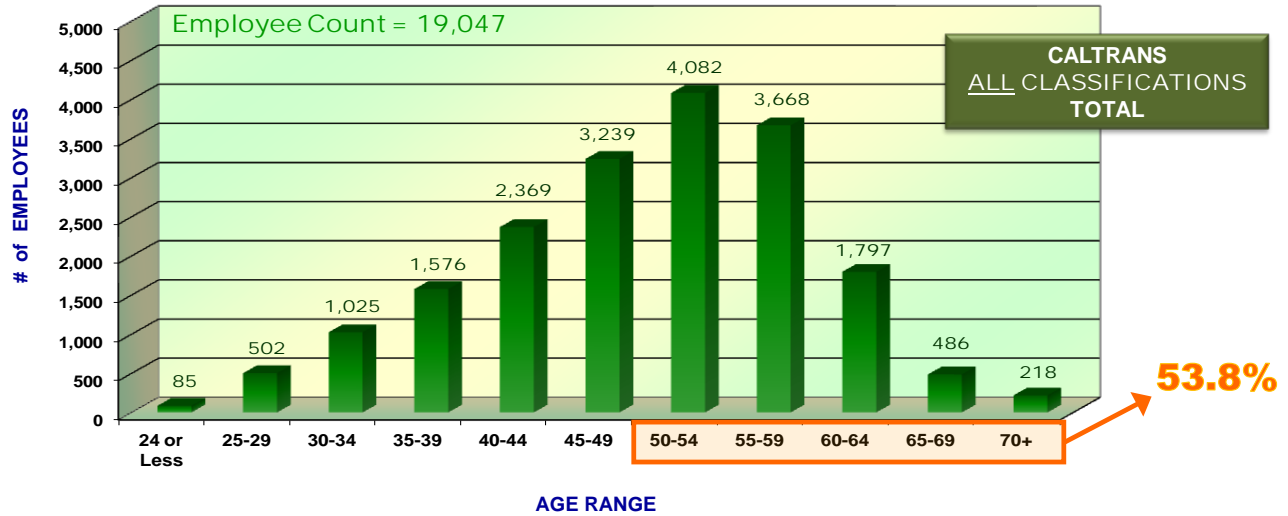


As of March 2014, approximately **54% of the Department's workforce** – and **66% of the Department's Managers and Supervisors** – were at, or were within three years of, retirement age. As mid-level managers promote to CEAs, a ripple effect will be created at all levels of management and supervision.



Moving forward, Caltrans must make a concerted effort to capture and impart the institutional knowledge within its ranks before staff leave via retirement. To address the looming gaps in workforce knowledge, common practices and techniques of *knowledge transfer* utilized by many public and private entities are summarized in this guidebook.

First, it is important to note the differences between the two types of knowledge. Knowledge can be **explicit**, which lends itself to transfer strategies such as formal desk manuals, procedures, and other codified processes. Knowledge can also be **tacit**, which lends itself to transfer strategies such as mentoring, coaching, communities of practice and the like. Explicit knowledge is more easily quantified and qualified, and can thus be more readily captured. Tacit knowledge, however, involves soft skills, personal characteristics, development of cooperative partnerships, and subjective situational judgments. As this type of knowledge is more intuitive in nature and derived from experience, it is less readily distilled and captured into orderly process structures. Since these characteristics are essential for leaders, we strongly suggest devoting more attention to the transferring of tacit knowledge.

