

KNOWLEDGE TRANSFER ACTION PLAN (KTAP)

Experience	Knowledge, skills, or practice derived from direct observation of or participation in events.
Information	The communication or reception of knowledge or intelligence.
Knowledge	The fact or condition of knowing something with familiarity gained through experience or association.
Learn	Knowledge or skill acquired by instruction or study; modification of a behavioral tendency by experience.
Practice	Actual performance or application; systematic exercise for proficiency.
Transfer	To convey from one person, place, or situation to another.

KNOWLEDGE TRANSFER ACTION PLAN

The power of useful knowledge lies in our willingness and ability to ensure its productive application. While the value of this program can be measured in many ways, a critical measure for you and your organization is the success with which you transfer the thoughts, ideas, information, and learning generated during the capacity-building experiences. It is this *knowledge transfer* which will be a key evaluator for determining both personal and organizational *returns on investment*. *Investment* may include time, money, energy, attention, participation, and commitment. *Return* is slightly more complex and individualized. It is based on the level at which expectations are met, the value placed on the information and experiences, the quality of professional interaction/ participation, and perceived usefulness.

Each of you must determine the personal/professional meaning of *return on investment*. You will do that through the formulation and implementation of a **Knowledge Transfer Action Plan (KTAP)**. The **KTAP**, developed by the **Ramsey Executive Education Program, Arizona State University**, is designed to lay out the specifics of how you will use new ideas, skills, information, and insights to promote more effective municipal clerk operations and relationships.

To assist you in formulating plans for transferring knowledge, we have devised a system of information review that consists of completing daily logs, structured group conversations, and a formal action planning process, to create the **KTAP**. Ultimately, the impact of this professional development experience will be measured by the introduction/integration of the **KTAP**.

DAILY LOGS

Each participant will complete a daily log. The log includes a set of questions to which written responses must be recorded. You will be provided one log sheet for each day of this program. The questions appear below:

1. How are you and your profession/organization/community affected by the issues covered today? Please list at least two ways, discussing past, current and future impacts.
2. What new knowledge did you gain? What new information or ideas made an impact?
3. What new insights/understanding or ways of looking at people/processes have you gained? How have interactions/dialogues/conversations with other participants impacted your thoughts?
4. How can the information presented today be applied in your work setting? What individual or organizational practices or procedures (formal or informal) would you consider changing (or suggest changing), as a result of today's session? Why? How?
5. What transfer actions can you take? How? Who else should be involved?

(A sample daily log is included at the end of this document)

THE KNOWLEDGE TRANSFER ACTION PLANNING PROCESS

Based upon your experiences here and after reviewing your daily logs, please state what you hope to accomplish with the **KTAP**. What is/are the general area/s of concentration or focus of the plan? What are the broad goals you wish to establish related to that/those area/s? What are your desired outcomes (what do you hope to accomplish)? **Please try to build actionable item/s from each session of this professional development experience.**

ACTION PLANNING

Broad goals and strategies are made 'real' through **Action Planning**. There are four steps to Action Planning: **What?, How?, Who?,** and **When?** **What** asks, what specifically will we do? **How** asks how can it be done (methods/strategies)? **Who** asks who needs to/should be involved (maybe the who is just you!). **When** sets a timeline for implementation.

Very Important: every action item must be specific, measurable, attainable, results-oriented, and time-linked. Be sure to exercise your finest creative, constructive, problem solving and thinking skills.

EVALUATING THE KTAP

A full discussion regarding evaluation should be an integral part of your planning process. How will you know if knowledge transfer has taken place - if you have accomplished what you wanted to accomplish? What are the internal and external measures you will utilize? A few suggestions: generalized/specific use of information; new ideas/perspectives generated; work process improvements; alterations in productivity; changes/alterations in behavior; customer (internal and external)/citizen/community approval or comment; improved relationships or collaborations; skills development/refinement; and many other possibilities.

A sample Action Planning/Measurement packet begins on the following page.

ACTION PLANNING WORK SHEET

AREA OF CONCENTRATION/FOCUS:

DESIRED OUTCOME/S:

GOALS and OBJECTIVES:

1.

2.

3.

4.

OBJECTIVES:

1.

2.

3.

4.

STRATEGIES AND ACTIONABLE ITEM/S
(Specific, Measurable, Attainable, Results-Oriented, Time-Linked)

WHAT must/could be done?

- 1.
- 2.
- 3.

HOW will/could it be done (method)?

- 1.
- 2.
- 3.

WHO will/should be responsible and accountable?

- 1.
- 2.
- 3.

WHEN will/could it be done?

- 1.
- 2.
- 3.

Measuring Successful Learning Transfer and Impact

How will you know you have accomplished what you intended? Please select and justify your measurement criteria. Why were the measures chosen? How? Will they accurately reflect knowledge transfer and impact? How do your measures account for both internal and external factors?

Measure

Measure

Measure

Measure

Measure

Measure

Measure

DAILY LOG

DATE:

1. How are you and your profession/organization/community affected by the issues covered today? Please list at least two ways, discussing past, current, and future impacts.
2. What new knowledge did you gain? What new information or ideas made an impact?
3. What new insights/understanding or ways of looking at people/processes have you gained? How have interactions/dialogues/conversations with other participants impacted your thoughts?
4. How can the information presented today be applied in your work setting? What individual or organizational practices or procedures (formal or informal) would you consider changing (or suggest changing), as a result of today's session? Why? How?
5. What actions can you take to transfer this information? What are some ideas on implementation? Who else should be involved?