



# Anticipating the Brain Drain

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## Introduction

A Federal agency in the financial services and insurance industry was about to experience a large loss of tribal knowledge regarding processes and job roles.

## The Challenge

The change in the economy and work terms for staff were forcing the majority of workers to leave the organization within the next two years. The fear was that when services were next needed and staffing ramped up again, the knowledge on how to perform their jobs would be lost because training and documentation was not current.

## The Solution

In anticipation of the decrease in employee staff, the Client engaged Forward Momentum to complete a Job Task Analysis (JTA) for all job tasks within participating departments. Through documentation research and SME interviews, Forward Momentum instructional designers completed this work with minimal interruption to Client operations and SME priorities.

## The Result

Each of the job roles within the participating departments were identified and documented, something that did not exist before. Each JTA serves as a roadmap of “what” to do for each job task when staffing increases again in the future, and can be used to help improve processes. During the process, inconsistent approaches were identified and resolved. Finally, the JTAs serve as the foundation to conduct a gap analysis and update training, job aids, references and other documentation.

## Results at a Glance

### Challenge

- The economy and work terms were forcing most employees to leave over a two-year time period
- Valuable process and job role knowledge would be lost
- Training and documentation were not current

### Solution

- Document tasks for each job by completing a Job Task Analysis (JTA) for identified departments

### Results

- Job roles within participating departments were identified and documented
- Task inconsistencies were identified and resolved, providing for more consistent work results
- The results serve as the foundation for future training and employee development
- The 19-month \$2.2M Time and Materials contract work was completed at 71% of budget

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