

KNOWLEDGE MANAGEMENT FRAMEWORK -- PRESENTATION

ISSUE
BACKGROUND
ACTIVITES COMPLETED BY SPAR/RESEACH DIRECTORATE TO DATE
THE ATTACHED DOCUMENTS
WHERE WE SEE THE KM INITIATIVE GOING

*This note is to inform you about the Knowledge Management (KM) initiative and to share the draft documents: **The Issue is: KM, The Issue is: A KM Framework and The Issue is: Realizing a KM Framework.***

ISSUE

The PSC is becoming a knowledge-based department that provides innovated strategic advice and services in all aspects of HR management. Thinking on the future indicates that much of the PSC's value-added contribution will be derived from the organization, maintenance and enrichment of the data, information and resulting knowledge it possesses about issues of *governance, human resource management, and the quasi-judicial roles* of the Commission.

To support this work, it is essential that we understand the value of knowledge within the PSC and strive for the effective management of the data, information processes and resources dedicated to these areas.

Access alone does not assure that information can be located or understood. How can knowledge be gathered from disparate sources and then represented and shaped to enhance our understanding and our ability to use it productively? Can we strengthen our ability to transmit and understand concepts as well as simple facts? Can we better the odds that individuals of different age, language, experience, and culture will be able to assimilate and utilize the knowledge to which they now will have shared access?

Charles M. Vest, President of MIT, 1995

These are some of the questions that the PSC will need to answer and for which the knowledge management framework is intended to provide a methodology.

We have managed this initiative in a non-traditional, non-hierarchical way to illustrate by example how the knowledge management process works: with a manager as champion but also with the creation of process and issues that provide the necessary synergies to sustain project momentum and focus. This initiative from the spring Manager's Open Space conference is one of the few to have been self-sustaining, with only a very moderate investment of management time. The payback will be enormous.

BACKGROUND

Last June, we convened an initial meeting of interested parties to take stock and exchange information on the issues surrounding knowledge management in the PSC. This session was intended to build on the discussions that took place at the Manager's Open Space conference held in April.

In order to leverage the work on this initiative, it has been useful to share and learn from the PSC's experience in using technology, data and information management. These experiences formed a starting point from which we have advanced our understanding of the various factors and approaches surrounding this issue.

In addition, work has commenced on the information management issues by Doug Rimmer's group. By identifying the quantitative information currently collected from departments, and developing principles and approaches to manage future information we will be strengthening the foundation for knowledge that will support the Commission's future business.

The current examination of the future roles and responsibilities for the PSC affords an opportunity to consider the implications of how we can best manage knowledge, as a key component of our work.

ACTIVITIES COMPLETED BY SPAR/RESEARCH DIRECTORATE TO DATE**Information sharing activities with regards to KM (building awareness, defining terminology,)**

- Book Chronicles: L.-R. Dessureault from Teleglobe
- D. Marr's presentation to the President and PSC management
- the creation of an intranet discussion group on the subject of KM
- the creation of an informal working group examining issues related to data, information and knowledge
- Speech by C. Stephenson of Stentor distributed to SMC

Research activities with regards to KM

- researching and mounting on both the intranet and the internet a hyperlinked bibliography (both electronic and paper sourced)
- conducting continuous on-line (and off line) research
- attending conferences and sharing the knowledge within the PSC
- investigating other departments and private sector initiatives
- visiting Record office for a on site understanding of how Records Management operates
- visiting Stentor Research Center to look at their SLED database system

Outreach activities with regards to KM (seeking input, consulting)

- memo send in April to SMC members to inform them of the initiative (copy attached)
- focus group meetings (with R. Kaden and J. Verdon)
- Implication Wheel sessions (2 sessions: intrabranh and Commission wide)
- creation of a Implication Wheel web site for on-line access to result
- published report of findings
- with other activities in Doug Rimmer's area --(Environmental Scan Group, Baseline data initiative Y. Wong, and Information Management initiative, S. Christian)

THE ATTACHED DOCUMENTS

The three part document "The Issue is: Knowledge Management" comes from consultations and research done following an Implication Wheel Session held last June. It has, since its first release in mid-September, received favourable feedback from Implication Wheel members.

The [*first part*](#) of the document is intended to capture and discuss the Knowledge issue and how it relates to our PSC business. The [*second part*](#) outlines some options for a Knowledge Management Framework based on a KM Vision and KM Guiding Principles. The [*third part*](#) develops two models for initiating a Knowledge Management Framework. These adapted models are useful for understanding, defining and framing knowledge and knowledge management. The Action Plans section contains past initiatives, ideas and possible next steps for how we can make the transition to supporting the knowledge function within our learning organization.

WHERE WE SEE THE KM INITIATIVE GOING

We need to share and know about the data, information and knowledge we have in order to produce timely, quality products and advice and bring value added to the decision making process.

Some immediate next steps include:

- incorporating comments received from interested parties
- translating the documents
- preparing a version for external use
- sharing the documents more broadly
- discussing it with the consultant Marc Vale (who helped create NRCan's IM plan)
- discussing with those working in HR strategy

I believe you will agree that this is a valuable initiative undertaken by those involved and that it has successfully anticipated the government's just announced *Investing in Knowledge and Creativity* thrust described in Tuesday's Speech from the Throne. Two paragraphs on page 16 of the speech are particularly relevant:

We will make the information and knowledge infrastructure accessible to all Canadians by the year 2000, thereby making Canada the most connected nation in the world. This will provide individuals, schools, libraries, small and large businesses, rural and Aboriginal communities, public institutions, and all levels of government with new opportunities for learning, interacting, transacting business and developing their social and economic potential. For example, we will enhance the voluntary sector's capacity to engage Canadians by improving their access to the technology they need to play a stronger role in Canadian life.

A connected nation is more than wires, cables and computers. It is a nation in which citizens have access to the skills and knowledge they need to benefit from Canada's rapidly changing knowledge and information infrastructure. It is also a nation whose people are connected to each other. The Government will continue to work with provinces to ensure greater mobility for people with disabilities and to ensure their integration into the economic and social mainstream of Canadian life. The Government will also bring forward measures to strengthen networks among Canadians and to increase knowledge of Canada and understanding among Canadians; these measures will include enhanced exchange programs for young Canadians.

Ultimately we believe that the knowledge framework would effectively define and organize the infrastructure and point to methodologies in order to effectively manage data, information and knowledge within the organization.

The Issue is: Knowledge Management

PART I - ISSUE DEFINITION*

compiled by **Michelle Boulet and Brian Hamilton**, Research
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September 1997

D R A F T

Knowledge, information and data (KID) are essential to achieving the business goals of the PSC. New work, and our ability to transmit and understand concepts, and the pressing demands for just-in-time information are pushing the need to manage knowledge as a strategic resource to foster sharing, learning and improved services to our constituency.

THE PROBLEMS

We don't know what we know. Currently, doubts have been raised that we don't know what data, information or knowledge we have, nor do we know who is doing what. We can't rely on the accuracy of our information and we are challenged by a "hoarding" mentality with regard to data, information and knowledge.

THE ENVIRONMENT

Internal Weakness

- knowledge management or information management has not been integrated in the Commission
- lack of confidence in our leadership
- not proud (limited organizational pride)
- stove piped mentality (information is power on an individual or unit base)
- intolerance to criticism

*PART II outlines the vision and the principles of the Framework and PART III illustrates sample Framework Models

- negative criticism of new initiatives
- staff needs to be reskilled (for example: data analysis capacities)
- slow cultural change (lack of trust)
- unclear lines of responsibilities
- loss of corporate knowledge through downsizing and early retirement

External Threats

- PSC becomes irrelevant
- The loss of the mandat and funding of the Special Measures Initiative fund (SMIF)
- TBS challenges our new role
- duplication and inefficiencies
- PSC still needs to articulate, clarify the new focus

Internal Strengths

- good base knowledge of issues imbedded in employees' head
- a willingness to be the best
- good fondation (intra-com) for knowledge/information sharing on which to build
- grass roots initiatives to overcome barriers

External Opportunities

- room for innovation on the departmental front
- window to position ourselves as a knowledge expert in the field of HR
- opportunity to serve as a model/develop a new niche
- opportunity to develop partnerships with stakeholders

IF WE FAIL TO ADDRESS THE ISSUE

- won't be able to deliver pertinent and relevant information, data, knowledge to our constituency
- risk of failing to adapt to new environment
- loss of credibility
- internal confusion will be reflected outside

HOW CAN THE KNOWLEDGE MANAGEMENT ISSUE BE FRAMED IN RELATION TO THE:

PSC Mandate and Knowledge Management

- With its stewardship and guardianship role, and through the delegation of authorities to departments, the PSC needs to position itself as the preferred source for HR information and advice
- With the help of technology the PSC can stake its ground as a proactive partner in sharing and pointing to related HR data, information and knowledge

- The PSC needs to constantly acquire and manipulate data, information and knowledge and provide, through the analysis of tangible as well as intangible information and knowledge, assistance, advice and expertise to its constituency
- In our business lines we are constantly manipulating information or acquiring and applying knowledge and expertise

PSC Mission and Knowledge Management

- In order to maintain integrity, preserve merit, ensure qualified, competent, non-discriminatory and non-partisan appointments, the PSC needs to be
 - learned and on top of key governance issues
 - well versed in related HR issues
- In order to provide current and historical data and information as well as knowledge that will increase the efficiency of making choices, we need to position the Commission as a functional knowledge organization.

PSC Values and Knowledge Management

- We need to rely on our credible knowledge in order to sustain the integrity and quality of our work and to enable us to build the capacity foreseen in the CRS.

PSC Vision and Knowledge Management

- As an independent agency, as a steward and working in the public interest, the PSC needs to manage its knowledge responsibly and with discipline.

PSC Objectives and Knowledge Management

- Produce a strategic framework that would define the infrastructure and point to methodologies to map, manage, analyze and distribute knowledge, therefore influencing the structure of information and data within the organization.
- The outcome of the strategic framework will be to foster a holistic approach to knowledge and information management while promoting understanding and discussion around the issue.
- Noticeable (measurable) progress must be made before the end of this fiscal year (April 1998)
- This initiative should add value and should be part of realizing the Commission's Vision

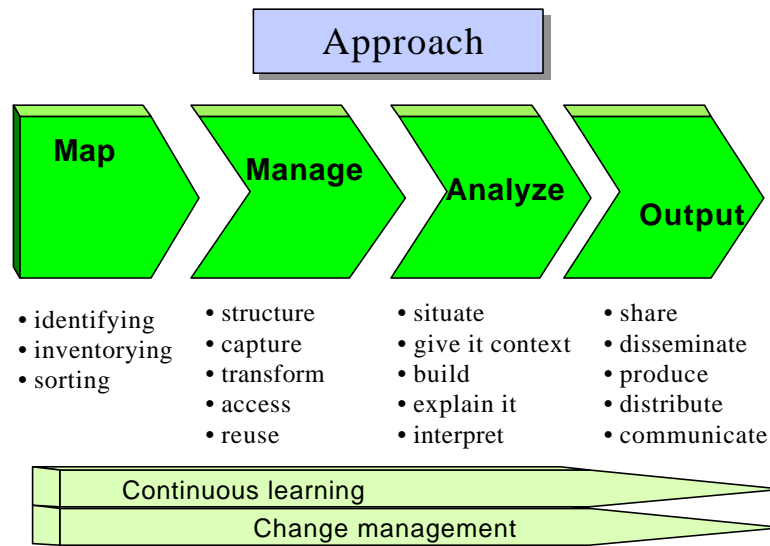
WHY A KNOWLEDGE MANAGEMENT FRAMEWORK?

The PSC is moving away from most transactions and is becoming a knowledge-based department that provides innovated strategic advice and services in all aspects of HR management. Thinking on the future indicates that much of the PSC's value-added contribution will be derived from the organization, maintenance and enrichment of the data, information and resulting knowledge it possesses about issues of *governance, human resource management, and the quasi-judicial roles* of the Commission.

To support this work, it is essential that we understand the value of the knowledge within the organization as well as strive for the effective management of the information processes and resources. Last fall in Toronto at the CIO Summit, Carol

Stephenson, President and CEO Stentor Resource Centre Inc. successfully captured the critical importance of knowledge to organizations. Although the PSC is not geared to creating wealth as in the Stentor quote, we do value the management of knowledge in its contribution to creating an innovated and dynamic organization.

"Knowledge, without a doubt is the critical capital in any modern organization. The ability to collect, interpret, direct and communicate knowledge is fundamental to developing an innovative organization. Simply put without knowledge an organization cannot create wealth in the new economy."



ADOPTION OF THE KNOWLEDGE MANAGEMENT FRAMEWORK WILL MEAN THAT:

- we will know what we know
- we will know what knowledge, information and data we have
- we will know who is doing what
- we will have access to accurate information
- we can better position the PSC to play its independent stewardship role
- we are able to meet legislative responsibilities by providing accurate and timely information and
- we will have a higher degree of integration and cooperation in working horizontally across sectors

DEFINITION

Many definitions of knowledge and knowledge management are circulating on the internet or in the academic circles. The practice in the learning organization seems to be to create a definition that best suits the organization business lines and outputs.

MATRIX FOR UNDERSTANDING TYPES OF KNOWLEDGE

Two kinds of knowledge have been identified by the authors Nonaka and Takeuchi (source http://www.ktic.com/topic6/12_infkm.htm). They emphasize the difference between **explicit** knowledge--that which can be articulated in formal language and transmitted among individuals, and **tacit** knowledge, personal knowledge embedded in individual experience and involving such intangible factors as personal belief, perspective, and values.

Self Knowledge versus Knowledge Domains

	Know	Don't Know
Know	Knowledge that you know you have <i>explicit knowledge</i>	Knowledge that you know you don't have <i>knowledge gaps</i>
Don't Know	Knowledge that you don't know you have <i>tacit knowledge</i>	Knowledge that you don't know that you don't have <i>unknown gaps</i>

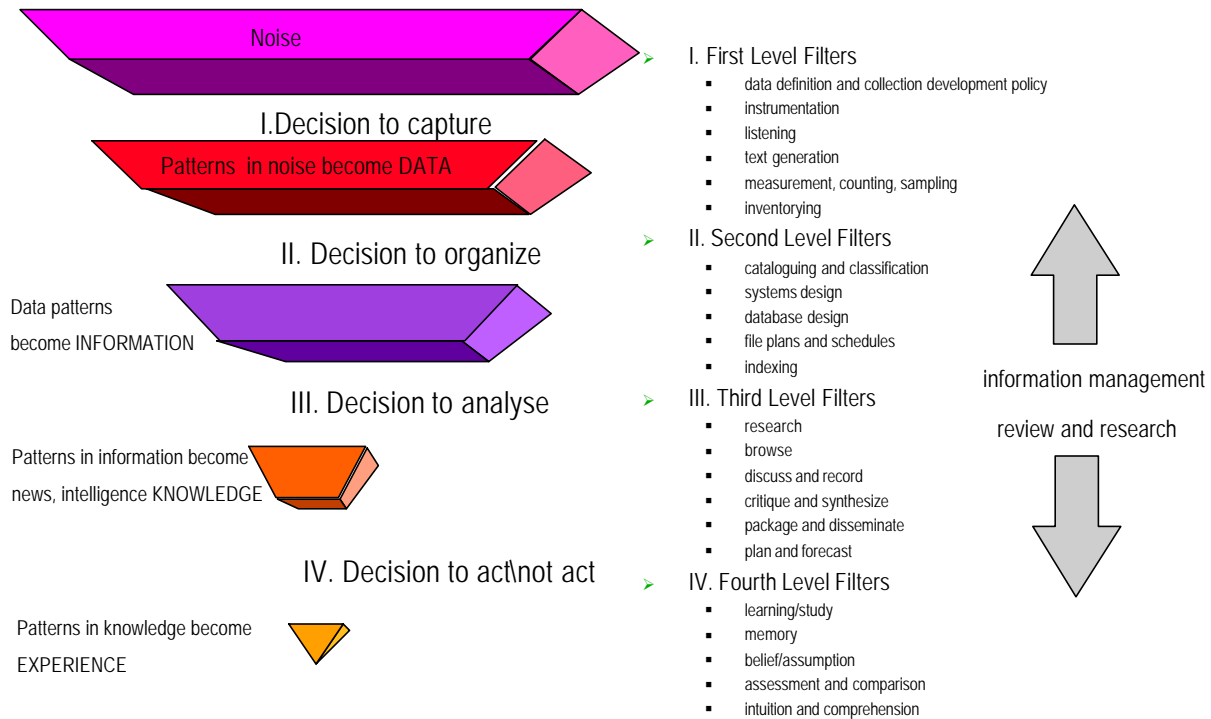
Source: Intellectual Capital by T. Stewart, p.135

One role of the new Policy, Research and Communications Branch is to help manage and expand the known areas.

INFORMATION AND DATA DISTINGUISHED /SORTED WITH RESPECT TO KNOWLEDGE MANAGEMENT

The following figure illustrates, in the context of this framework, how information management is viewed through two filters comprising: the decision to capture (noise); and the decision to organize (patterns in noise become data).

Information management , review and research domains



The first level relates to activities that will filter the *noise*:

- data definition and collection development policy
- instrumentation
- listening
- text generation
- measurement, counting, sampling and
- inventorying

At the second level activities are related to organizing the captured data and converting data patterns into **information**:

- cataloguing and classification
- systems design
- database design
- plans and schedules and
- indexing

Knowledge can be both tangible and intangible and makes defining a complex process. In our example we frame knowledge management within the decision making arena, and all that it implies.

At the third level patterns in the information become **news, intelligence and knowledge**. The filters contain the analytical aspect:

- research
- browse capability
- discuss and record
- critique and synthesize
- package and disseminate
- plan and forecast

And finally the fourth level filters captures the most **intangible knowledge**. We can define it in terms of patterns in knowledge becoming **experience** and thus impacting on the decision to act or not to act:

- learning and study
- memory
- belief and assumption
- assessment and comparison
- intuition and comprehension

The Issue is: A **KNOWLEDGE MANAGEMENT FRAMEWORK**

PART II - VISION AND PRINCIPLES**

compiled by **Michelle Boulet and Brian Hamilton**
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D R A F T

Determining and sorting out the information and knowledge bases for the organization is a complex process. At this early stage of the knowledge management framework we are engaging in dialogue about high-level principles rather than specific tactics. This should allow us to build detailed approaches based upon common principles. The knowledge management framework consists presently of the following components:

- **VISION** A selection of vision statements are provided below that try to articulate the link between KM and the work of the department.
- **GUIDING PRINCIPLES** A general set of principles and objectives drawn from selected sources, such as the NRCan IM plan and from Tom Davenport, of the University of Texas, (source <http://www.bus.utexas.edu/kman/kmprin.htm#managers>) try to capture the common ground upon which we will guide the development of knowledge and information management processes at the PSC.

KNOWLEDGE MANAGEMENT VISION (3 possible options to choose from)

	# Knowledge, information and data are essential to achieve the business goals of the PSC. Knowledge, information and data will be managed as a strategic resource to provide access to just-in-time information and shared knowledge to fulfil the needs required by the new work, stakeholders and clients of the PSC
OR	# We will manage knowledge, information and data as strategic resources to foster sharing, learning and improved service to our constituency.

**PART III illustrates sample Framework Models

OR	# I can access people, paper, numbers (historical and reference documents, reports, etc.) anytime, any place and re-use-repackage this information to produce a new/timely piece. I know who is doing what in my organization and whom to call for information.
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KNOWLEDGE MANAGEMENT GUIDING PRINCIPLES IN SUMMARY

1	Knowledge, information and data should be shared...
2	Knowledge, information and data should be accessible...
3	Knowledge, information and data should be user-focussed...
4a	Knowledge, information and data should be managed to enable us to work more effectively...
4b	Knowledge is expensive
4c	Effective management of knowledge requires hybrid solutions combining people and technology
5	Knowledge, information and data is a valuable departmental resource...
6	Managing knowledge, information and data is everyone's responsibility...
7	Knowledge management is highly political

THE KNOWLEDGE MANAGEMENT GUIDING PRINCIPLES EXPANDED UPON

1. Knowledge, information and data should be shared

Sharing and using knowledge are often unnatural acts, the natural tendency is to hoard our knowledge and look suspiciously upon that which others develop. To enter our knowledge into a system and to seek out knowledge from others is not only threatening, but also just plain effort--so we have to be highly motivated to undertake such work.

Sharing and usage have to be motivated through time-honoured techniques, for example: performance evaluation and compensation.

Knowledge, information and data produced at the PSC should be generally available to all employees except where there is demonstrated need for confidentiality or the protection of privacy. Only information that requires protection need be safeguarded.

Our knowledge, information and data resources should be shared to support collaboration with other federal government departments, other levels of government and our other partners.

2. Knowledge, information and data should be accessible

Knowledge access is only the beginning. Access is important, but successful knowledge management also requires attention and engagement (commitment and active involvement). It has been said that attention is the currency of the information age.

We should ensure that our knowledge, information and data is visible and that knowledge, information and data of potential value to individuals, the private sector and other agencies is easy to access and easy to use.

Our knowledge, information and data should be readily available to our clients and the public.

3. Knowledge, information and data should be user-focussed

The knowledge, information and data we produce should meet the demonstrated needs of employees, clients, partners and stakeholders.

Our knowledge, information and data should be timely, relevant, complete, accurate and understandable to the user and, to the extent possible, delivered in the medium requested by the user.

4a Knowledge, information and data should be managed to enable us to work more effectively

Knowledge management never ends. The rapid change in knowledge environments means that organizations should not take considerable time in mapping or modelling a particular knowledge environment. By the time a cycle of mapping or modelling is finished, the environment would have changed. Instead, descriptions of knowledge environments should be "quick and dirty," and only as extensive as usage warrants.

4b Knowledge is expensive

While knowledge management is expensive, not managing knowledge is more costly. We have many examples of the cost of developing systems and programs without critical knowledge. We pay dearly when we forget what key employees know, cannot answer clients' questions quickly, or make poor decisions based on faulty knowledge.

Knowledge, information and data management should support the cost-effective delivery of our programs, activities and business commitments.

Knowledge Management should be treated as an investment rather than an expenditure.

4c Effective management of knowledge requires hybrid solutions combining people and technology

Knowledge management requires a combination of human intervention and computer activities.

The full capabilities of leading-edge information technology should be utilized to support integration, collaborative work, easy sharing of knowledge, information and data, and efficient management of information resources.

Technology is a tool. It should enable and support collaboration, content creation and management, content/context linkage, navigation and retrieval and content distribution. Integrate knowledge systems with business applications. Provide knowledge support services to facilitate and coach communities of interest, perform research, administer content and technology, and build awareness and skills around knowledge access and use.

5 Knowledge, information and data is a valuable departmental resource

Knowledge management requires a knowledge contract. It isn't clear in most organizations who owns or has usage rights to employee knowledge. Is the knowledge of employees owned or rented? Is all of the knowledge in employee heads the property of the employer? What is sharable across organizational boundaries? How about the knowledge in file cabinets or computer disk drives? What about the knowledge of consultants while they are consulting? Outsourced employees? Few organizations have policies to deal with these issues.

Our knowledge, information and data products and services should promote the corporate identity and public image of the department.

Knowledge, information and data should be managed to protect the PSC's intellectual property rights and to preserve our corporate history.

Progress and success in knowledge and information management should be measured.

6 Managing knowledge, information and data is everyone's responsibility...

Knowledge, information and data resources should be managed to ensure easy access and to enable the department to meet its legal obligations efficiently.

Managers should be accountable for knowledge and information management in their areas and to ensure staff have the training and skills development opportunities to effectively manage information.

Knowledge and information management responsibilities for all employees should be clearly articulated.

Create an environment where people feel free to contribute what they know--and to seek out knowledge from colleagues. Compensation and performance evaluations should be linked to how well a person contributes to generating, assessing and transferring knowledge.

7 Knowledge management is highly political

If knowledge is associated with power, money, and success, then it is also associated with lobbying, intrigue, and back-room deals. If no politics appear around the knowledge management initiative, it is a good indication that the organization perceives that nothing valuable is taking place.

Managers of knowledge will acknowledge and cultivate politics. They will lobby for the use and value of knowledge. They will broker deals between those who have knowledge and those who use it. They will cultivate influential "opinion leaders" as early adopters of knowledge management approaches. At the highest level, they will try to shape the governance of knowledge to better utilize it across the organization.

THE ISSUE IS: REALIZING A KNOWLEDGE MANAGEMENT FRAMEWORK

PART III - FRAMEWORK MODELS

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D R A F T

Three models are presented as action plans for possible internal organization and structuring of knowledge. Past activities done by the Research Directorate have been listed to provide context while in the second half the questions posed try to apply the models within the decision making realm. Further refining and testing of the models against the finding of Part I would be necessary to identify the most transformative model. One that would situate and provide actions for Knowledge Management within the context of the Commission's new role and serve as a heuristic device for management.

ACTION PLANS

The first framework is aligned with the Ernst & Young model and is divided into four parts: culture, technology, stewardship and content. (source Ernst & Young <http://www.ey.com/knowledge/process.htm>). The first part speaks to one of the essential principles in KM; creating a sharing culture. The second views through a stewardship lens how one could organize and distribute knowledge. The third addresses the issue of technical support and the fourth focuses on content.

The second framework in this section of the document is aligned with a traditional IM framework which presents a personal to global view of knowledge within the organization. The third framework, taken again from Ernst & Young, can complement the preceding model as it situates knowledge on a broader axis, adding in the notion of types.

Knowledge sharing culture	Technical support infrastructure
Organization and distribution (Stewardship)	Knowledge content

Activity Description - A		
ENCOURAGE A KNOWLEDGE-SHARING CULTURE		
<p>C Background research, investigating other departments and private sector initiatives and internet sites</p> <p>C Definition of the issue: getting consensus and defining the terms</p> <p>C Share findings corporately and locally</p> <p>C On-site visits and attending conferences</p> <p>C Book chronicles--forum for presentation of new topic</p> <p>C Created a dynamic Corporate Intelligence and Knowledge bibliography - placed on intra and internet</p> <p>C Created a Knowledge discussion group on the Intranet to foster information exchange and learning</p> <p>C Still to address</p> <ul style="list-style-type: none"> - promoting and rewarding the issue - educating employees on the creation, sharing, and use of knowledge - confirm senior management buy-in 		
Questions - A		
ENCOURAGE A KNOWLEDGE-SHARING CULTURE		
What does the PSC share? (knowledge--products, advice)	internally?	externally?
Who has access to this knowledge/information/data (KID)?	internally?	externally?
How is it shared?	what medium?	what frequency?
What barriers are there to sharing KID?	internally?	externally?
What can we gain by this activity?	short term	medium term
What context/timing would be right for the PSC to act on this?	in-out	now-future

Activity Description - B		
FORM A KNOWLEDGE TEAM (STEWARDSHIP)		
<ul style="list-style-type: none"> C Planned & organized focus groups on topic of KM C Created an informal working group to investigate KM and IM issues C Raised questions about future roles and responsibilities C Positioned Library in the infrastructure and in dissemination C Still to address <ul style="list-style-type: none"> - conduct discussion on futures roles and responsibilities 		
Questions - B		
FORM A KNOWLEDGE TEAM (STEWARDSHIP)		
How can the PSC be an active leader for other departments in KM?		
Does the PSC know enough about the latest HR issues?		
Does the PSC know what other departments are doing with HR issues?		
How does the PSC team influence others with regard to HR policy?		
How can senior management promote KID within the PSC?		

Activity Description - C		
SET UP A KNOWLEDGE INFRASTRUCTURE		
<ul style="list-style-type: none"> C Outline and circulate a draft framework to key PSC employees C Still to do and/or consider: <ul style="list-style-type: none"> - map out sources of knowledge - develop knowledge categorization approaches - establish procedures for collecting, filtering and deploying the knowledge content - link the intangible (knowledge base) to the tangible (business lines, products and services) - outline paths so everyone knows how to contribute to --and share in-- the knowledge base - build awareness & skills around knowledge access & use - develop information technology infrastructures and applications for the distribution of knowledge (system development) 		
Questions - C		
SET UP A KNOWLEDGE INFRASTRUCTURE		
How does the PSC provide knowledge support? (facilitate & coach communities of interest)		
What PSC knowledge is needed to sustain PSC domains/issues?	personal	global
How can the PSC's knowledge be linked up with others to create new knowledge or policy answers?		

Activity Description - D		
ESTABLISH THE KNOWLEDGE CONTENT		
<p>C Still to be done</p> <ul style="list-style-type: none"> - locate and map sources of knowledge, information and data - assess what are the needs of the work units during the planning cycles - distinguish among raw data, useful information and knowledge - observe what knowledge gets requested using what specific terms - establish guidelines for Knowledge/Information/Data Planning - add value to knowledge through editing, packaging, and pruning - link content to business lines activities - determine whether/where electronic conversion of past content is necessary <p>C 3 ways of mapping knowledge - INTELLECTUAL CAPITAL'S OPTION:</p> <ol style="list-style-type: none"> 1) create corporate yellow pages that shows who knows what about what; 2) create lessons learned databases; 3) create news and gossip databases about competitor or clients (competitor intelligence) 		
Questions - D		
ESTABLISH THE KNOWLEDGE CONTENT		
What does the PSC know?		
For who does it know it? What's the value added?		
Do other department know it better than we do?		
How is our knowledge more credible? relevant? unique?	internally?	externally?
Who is accountable for KID?	internally?	externally?

Other Activity Description - E	Members	Timeline
COSTING		
- determine resources for each activity		this fiscal year
DEFINING (KNOWLEDGE) PRODUCTS		
- establish a list of all commission products and put it up ????	- all branches	this fiscal year

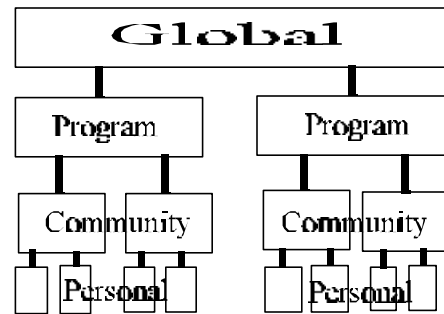
FRAMEWORK FOR ORGANIZING KNOWLEDGE AND INFORMATION

The model presented below is often used in information management for structuring data and information within the organization. Knowledge can also be grouped according to the detail versus the general approach.

The **Global** level is comprised of the most general information either received from outside the department (other departments, publications, public information) or shared by other sectors or considered of interest for the whole organization.

The nature of the information is comparable to that which resides on the PSC's Internet site. It is global in nature and is readily shared.

At the **Program** level, knowledge and information may not be as broadly disseminated as at the previous level. It becomes more specific as it deals with information which is required by more than one group but not the whole organization. The nature of the information would tend to become more specific or specialized. We can see this type of organization of information grouped on the Intranet site for an internal audience.



The **Community** level contains the information shared by the same work community or group. An electronic example of this could be the shared drive or virtual communities.

The **Personal** level is the knowledge or information associated with the individual. It is any information that is meaningful to an individual and has not been published to a higher level. It can be found in one's office (filing cabinet) or on one's PC.

Accountability

This model may also be used to define the limits of accountability with regard to knowledge and information and can be used as the framework for roles and responsibilities. At the **global** level the Deputy Minister is accountable to all management and staff for the department level of information, technology and support. At the **program** level executive's (ADM) are accountable to the Deputy and to the program and counsel is taken from all group-level managers. At the **community** level the director general or directors are accountable for each group. The formation of groups is a function of size and nature of work. The manager of the group takes counsel from the individuals within the group. At the **personal** level the individual manager and staff member is accountable to the group manager.

ACTION PLAN ACCORDING TO THE FRAMEWORK

Global type	
Activities	Questions
<p>C Learning events such as:</p> <ul style="list-style-type: none"> - Book Chronicles - speeches - a Knowledge bibliography - placed on intra and internet <p>C Pending issues</p> <ul style="list-style-type: none"> - develop further a sharing culture - reward this behaviour - educating employees on the creation & use of knowledge - confirm senior management buy-in - mapping sources of KID - establish guidelines for KID Planning - determine whether/where electronic conversion of past content is necessary <p>- link strategic needs to informatics services, make sure technology enables and serves us well</p> <p>- plan for the development of new KID products and services</p>	<p>C What knowledge based products and outputs are useful to the general public service?</p> <p>C What outputs/products from others departments or the private sector compete with us?</p> <p>C What outputs/products are aimed for an international audience?</p> <p>C How do the regions impact on our products/outputs?</p> <p>C Can national knowledge networks be useful in resolving pending issues?</p> <p>C Does the PSC team influence others with regards to HR policy?</p>

Program type	
Activities	Questions
<p>C Background research, investigating other departments and private sector initiatives and internet sites</p> <p>C Creation of a Knowledge discussion groups on the Intranet to foster information exchange and learning</p> <p>C Stewardship</p> <ul style="list-style-type: none"> - conduct discussion on future roles and responsibilities - creation of an informal working group set up to investigate KM and IM issues 	<p>C What does the PSC know? Where lies its expertise?</p> <p>C Do other departments know it more than we do? If so, in what way? How can we develop partnerships?</p> <p>C Who has access to PSC KID?</p> <p>C How is it shared? (internally/externally?)</p> <p>C What barriers are there to sharing KID?</p> <p>C What can we gain by this activity?</p> <p>C What context/timing would be right for the PSC to act on this? (now / future)</p>

Program type	
Activities	Questions
<p>C Pending</p> <ul style="list-style-type: none"> - establish procedures for collecting, filtering and deploying the knowledge content - link the intangible (knowledge base) to the tangible (business lines, products and services.) - outline paths so everyone knows how to contribute to --and share in-- the knowledge base - develop information technology infrastructures and applications for the distribution of knowledge - provide knowledge support services to facilitate & coach communities of interest <p>C Costing activities</p> <ul style="list-style-type: none"> - determine resources for each activity 	<p>C Does the PSC know what other departments are doing with HR issues?</p> <p>C How does the PSC provide knowledge support (facilitates & coach communities of interest)?</p> <p>C What PSC knowledge is needed to sustain PSC domain/issues?</p> <p>C How can the PSC be linked up with others to created new knowledge or policy answers?</p>

Community type	
Activities	Questions
<p>C Stewardship</p> <ul style="list-style-type: none"> - position Library in the infrastructure and in dissemination <p>C Pending</p> <p>Defining the issue & the products</p> <ul style="list-style-type: none"> - getting consensus on the issue and defining the terms - map out sources of knowledge - link content to business lines activities - assess what are the needs of the work units during the planning cycles - add value to knowledge through editing, packaging, and pruning - establish a list of all commission products and put it up on intracom 	<p>C How can senior management promote KID within the PSC?</p> <p>C Who is accountable for KID?</p> <p>C How is our knowledge credible? relevant? unique?</p> <p>C For who do we know what we know? What's the value added?</p> <p>C Does the PSC know enough about the latest HR issues?</p>

Personal type	
Activities	Questions
<p>C Distinguish among raw data, useful information and knowledge</p> <p>C Observe what knowledge gets requested using what specific terms</p>	<p>C What do I know?</p> <p>C How can my knowledge contribute to the PSC goal's?</p> <p>C Can my knowledge be linked with others to create new knowledge or policy answers?</p>

ERNST & YOUNG MODEL

Another way of viewing the knowledge component is the model used by Ernst & Young. Their approach is two dimensional and also builds on whether information is broadly or locally accessed but adds in the concept of transferability. This approach helps reveal the type of knowledge being used.

The Figure (right) shows a matrix of four possible categories of knowledge. Their labels point to key differences in how they should be managed.

Ernst & Young suggest that **quick access knowledge** be best managed by placing it in an accessible spot--like a sophisticated database--for use if and when needed. The user would know about it and access it only if needed.

Broad-based knowledge touches upon knowledge that may be both easily transferable and broadly applicable. **Complex knowledge** is also broadly applicable and is best transferred through structured training effort, like apprenticeship. There is a recognition that the learner must develop a feel for the area that can only be gained through proximity or attention to someone already knowledgeable about it.

One-off knowledge is neither easy to transfer nor broadly applicable and it makes little sense to focus knowledge management efforts here. It is sufficient to support the establishment of informal, special-interest networks of people who might benefit from interacting occasionally with each other.

