



Knowledge Management Practices, 2001

Confidential when completed

Collected under the Authority of the Statistics Act, Revised Statutes of Canada, 1985, Chapter S19.

Completion of this questionnaire is a legal requirement under the Statistics Act.

Si vous préférez ce questionnaire en français, veuillez cocher

Contact Information

Correct pre-printed label information if necessary using the corresponding boxes below:

0001 Legal Name

0002 Name of business

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Purpose

Statistics Canada is conducting a survey to measure the extent to which knowledge management practices are used or will be used by Canadian businesses. A highly mobile and aging workforce has increased the need for a better set of knowledge retention, acquisition, sharing and transfer practices.

Data collected in this survey will result in a greater understanding of knowledge management practices to support enhanced learning and performance by organisations.

Although completion of this questionnaire is a legal requirement under the *Statistics Act*, your cooperation is essential for the results of the survey to be valid and reliable.

Statistics Canada will create a data base combining individual survey responses with existing Statistics Canada data records. These data will be released in aggregate form so as to protect the confidentiality of individual business records.

Confidentiality

Law prohibits Statistics Canada from publishing any statistics, which would divulge information obtained from this survey that relates to any identifiable business, institution, or individual. The *Access to Information Act* or any other legislation does not affect the confidentiality provisions of the *Statistics Act*.

Questions?

If you require assistance in the completion of this questionnaire or have any questions regarding the survey, please contact:

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Definition

Knowledge Management

Knowledge management involves any systematic activity related to the capture and sharing of knowledge by the organisation.

Please complete and return this questionnaire within 10 days of receipt using the envelope provided.

Knowledge Management Practices

This section measures the use of formal, informal and everyday knowledge management practices.

1. Using the tables below please indicate the use your firm or organisation makes of each of the knowledge management practices listed.

Use the following response categories in your answers:

- **In Use Before 1999** ➤ Firm or organisation began regularly using this practice before 1999
- **Used Since 1999** ➤ Firm or organisation has regularly used this practice since 1999
- **Plan to Use in the Next 24 months** ➤ Firm or organisation intends to regularly use this practice in the next 24 months
- **Don't know / Not Applicable**

For the purposes of this survey, the term **workers** includes your regular workers (employees) as well as managers, executives, partners, directors, and persons employed under contract.

Check **ONE** response for each item.

Knowledge Management Practices Within your Firm or Organisation	In Use Before 1999	Used Since 1999	Plan to Use in the Next 24 Months	Don't Know / Not Applicable
1.1 Policies and Strategies				
Your firm or organisation:				
1001 A. has a written knowledge management policy or strategy	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1002 B. has a values system or culture intended to promote knowledge sharing	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1003 C. has policies or programs intended to improve worker retention	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1004 D. uses partnerships or strategic alliances to acquire knowledge	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1.2 Leadership				
In your firm or organisation knowledge management practices are:				
1005 A. a responsibility of managers and executives	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1006 B. a responsibility of non-management workers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1007 C. a responsibility of the knowledge officer or knowledge management unit	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1008 D. explicit criteria for assessing worker performance	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1.3 Incentives				
Your firm or organisation specifically rewards knowledge sharing with:				
1009 A. monetary incentives	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1010 B. non-monetary incentives	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>

Knowledge Management Practices Within your Firm or Organisation		In Use Before 1999	Used Since 1999	Plan to Use in the Next 24 Months	Don't Know / Not Applicable
1.4 Knowledge capture and acquisition					
Your firm or organisation regularly:					
1011	A. captures and uses knowledge obtained from other industry sources such as industrial associations, competitors, clients and suppliers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1012	B. captures and uses knowledge obtained from public research institutions including universities and government laboratories	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1013	C. dedicates resources to detecting and obtaining external knowledge and communicating it within your firm or organisation	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1014	D. encourages workers to participate in project teams with external experts	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1.5 Training and Mentoring					
Your firm or organisation:					
1015	A. provides formal training related to knowledge management practices	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1016	B. provides informal training related to knowledge management	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1017	C. uses formal mentoring practices, including apprenticeships	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1018	D. encourages experienced workers to transfer their knowledge to new or less experienced workers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1019	E. encourages workers to continue their education by reimbursing tuition fees for successfully completed work-related courses	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1020	F. offers off-site training to workers in order to keep skills current	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1.6 Communications					
In your firm or organisation workers share knowledge or information by:					
1021	A. regularly updating databases of good work practices, lessons learned or listings of experts	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1022	B. preparing written documentation such as lessons learned, training manuals, good work practices, articles for publication, etc. (organisational memory)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
1023	C. facilitating collaborative work by projects teams that are physically separated ("virtual teams")	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	9 <input type="radio"/>
2. 1101	Are there any knowledge management practices that your firm or organisation uses that we have not included in this survey?				
	2 <input type="radio"/> No				
	1 <input type="radio"/> Yes, please specify 1102 _____ _____ _____				



If you checked **at least** one response in either the **In Use Before 1999** or **Used Since 1999** columns in any of **Questions 1.1 - 1.6**, please **continue**. Otherwise please **go to Question 10**.



If you checked **at least** one response in either the **In Use Before 1999** or **Used Since 1999** columns in any of **Questions 1.1 - 1.6**, please **continue**.
Otherwise please **go to Question 10**.

Reasons for Using Knowledge Management Practices

This section measures the reasons for using knowledge management practices.

3. Please indicate the level of importance you attribute to each reason for using the knowledge management practices currently in use in your firm or organisation.

Check **ONE** response for each item.

Reasons knowledge management practices are used in your firm or organisation		Critical	Important	Somewhat Important	Not at all Important
2001	A. To improve the competitive advantage of your firm or organisation	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2002	B. To help integrate knowledge within your firm or organisation	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2003	C. To improve the capture and use of knowledge from sources outside your firm or organisation	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2004	D. To improve sharing or transferring of knowledge with partners in strategic alliances, joint ventures or consortia	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2005	E. To increase efficiency by using knowledge to improve production processes	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2006	F. To protect your firm or organisation from loss of knowledge due to workers' departures	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2007	G. To train workers to meet strategic objectives of your firm or organisation	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2008	H. To increase worker acceptance of innovations	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2009	I. To improve worker retention	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2010	J. To identify and/or to protect strategic knowledge present in your firm or organisation	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2011	K. To ease collaborative work of projects or teams that are physically separated (i.e. different work sites)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2012	L. To promote sharing or transferring knowledge with clients or customers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

Results of Using Knowledge Management Practices

This section measures the results of using knowledge management practices.

4. In the table below, please indicate the level of effectiveness you attribute to these results for the knowledge management practices currently in use in your firm or organisation.

Check **ONE** response for each item.

Effectiveness of Results of Using Knowledge Management Practices		Very Effective	Effective	Somewhat Effective	Not at all Effective
Using Knowledge Management Practices					
2101	A. increased our knowledge sharing horizontally (across departments, functions or business units)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2102	B. increased our knowledge sharing vertically (up the organisational hierarchy)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2103	C. improved worker efficiency and / or productivity	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2104	D. improved skills and knowledge of workers	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2105	E. increased our number of markets (more geographic locations)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2106	F. improved client or customer relations	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2107	G. helped us add new products or services	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2108	H. increased our adaptation of products or services to client requirements	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2109	I. increased flexibility in production and innovation	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2110	J. prevented duplicate research and development	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2111	K. improved our corporate or organisational memory	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2112	L. increased our ability to capture knowledge from public research institutions including universities and government laboratories	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2113	M. increased our ability to capture knowledge from other business enterprises, industrial associations, technical literature, etc.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
2114	N. improved involvement of workers in the workplace activities	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

Responsibility for Knowledge Management Practices

5. 2201 Which of the following groups is responsible for the knowledge management practices currently in use in your firm or organisation?

Check **ONE** response only.

1 Human Resources

6 Other, please specify

2 Information Technology

2202 _____

3 Knowledge Management Unit

4 Library / Documentation Centre

5 Executive Management Team (direct responsibility)

9 Don't Know

Effectiveness of Knowledge Management Practices

6. 2301 Do you measure the effectiveness of your firm's or organisation's knowledge management practices?

2 No

1 Yes, please specify

2302 _____

Sources of Knowledge Management Practices

7. ²⁴⁰¹ Please indicate which source(s) triggered your firm or organisation to put into effect the knowledge management practices that you currently use.

Check ALL that apply.

Internal

01 A. Management

02 B. Non-management workers

03 C. Union(s) active in the workplace(s)

External

04 D. Firm or organisation with which you have a strategic alliance, joint venture or consortium

05 E. Competitors

06 F. Suppliers

07 G. Professional, trade or industrial associations or federations

08 H. Universities, technical colleges, public laboratories or business schools

09 I. Consultants

10 J. Regulatory agencies dealing with environmental, health and safety, financial and other requirements

11 K. Customers or clients

12 L. Other, please specify ²⁴⁰² _____

Spending on Knowledge Management Practices

8. ²⁵⁰¹ Do the knowledge management practices currently in use in your firm or organisation have dedicated budgets or spending?

1 Yes → In the next 24 months, do you anticipate the knowledge management practices' share of the budget to:

2502 1 Increase

2 Decrease

3 Stay the same

9 Don't know

2 No → In the next 24 months, do you expect knowledge management practices to have dedicated budgets or spending:

2503 1 Yes

2 No

9 Don't know

Resistance to Knowledge Management Practices

9. 2601 Did your firm or organisation experience significant resistance to implementing any of the knowledge management practices currently in use?

2 No

1 Yes → What groups resisted the implementation of knowledge management practices currently in use?

2602 Check **ALL** that apply.

Officers and Workers

01 Management

02 Non-management workers

03 Union(s) active in the workplace(s)

Functions, Departments or Business Units

04 Information technology, computer group

05 Marketing, sales

06 Distribution, purchasing, communications (corporate library)

07 Research and development

08 Engineering

09 Administration, accounting, human resources

10 Production

Incentives to Implement Knowledge Management Practices

10. 2701 What would motivate your firm or organisation to implement or to increase knowledge management practices?

Check **ALL** that apply.

01 Information overload problems within your firm or organisation

02 Difficulty in capturing workers' undocumented knowledge (know-how)

03 Use of knowledge management tools or practices by competitors

04 Loss of key personnel and their knowledge

05 Loss of market share

06 Difficulties in incorporating external knowledge

07 Other, please specify

2702 _____

Employment Structure

11. For each category listed below, please indicate the range that best represents the current number of workers in your firm or organisation.

Please include your regular workers employees as well as managers, executives, partners, directors, and persons employed under contract.

Employment in CANADA

Number of full-time equivalent workers in Canada ("Full-time equivalents" represents the number of person-years.)

3001 Check **ONE** response only.

01 0

02 1-19

03 20-49

04 50-99

05 100-249

06 250-499

07 500-1,999

08 2,000+

Employment Outside of CANADA

Number of full-time equivalent workers outside of Canada (exclude Canada-based workers).

3002 Check **ONE** response only.

01 0

02 1-19

03 20-49

04 50-99

05 100-249

06 250-499

07 500-1,999

08 2,000+

