

## **Summary of KM Roles and Responsibilities**

These are some of the more significant knowledge management (KM) roles and responsibilities that the staff will fill when implementing the agency KM program. Additionally, the Office of Information Services (OIS) and the Office of Human Resources (HR) have unique roles within the agency relating to KM that are recognized here as well.

### **1. Agency KM Champion**

The Agency KM Champion is a senior manager who is responsible for:

- Monitoring the KM activities of the offices and regions to ensure that the occupational priorities and critical bodies of knowledge are addressed agencywide.
- Overseeing the establishment, implementation, and evaluation of the agency's KM program.
- Coordinating with office and region KM champions to identify, select, assign, and evaluate the results of KM pilot activities.
- Forming and chairing the agency KM steering committee.
- Conducting an annual program review of results, lessons learned, and improvements in agency KM program activities.

### **2. Agency KM Coordinator**

The Agency KM Coordinator is a staff member who is responsible for:

- Authoring and maintaining agency KM policies, procedures and guidance.
- Acting as the Project Manager for contracts supporting agencywide KM activities.
- Managing the funds allocated for agencywide KM activities.
- Acting as the community leader for the agency KM community of practice.
- Maintaining and updating the agency KM Web site.
- Supporting the conduct and evaluation of KM pilot activities.
- Developing, overseeing, and conducting training on all aspects of KM.
- Serving as the staff liaison between the agency KM community of practice and the agency KM steering committee.
- Conducting focus groups and other appropriate activities to determine agency KM needs.
- Communicating lessons learned in KM pilot projects and development efforts from and to Office and Region KM Champions for incorporation in their KM development activities.

### **3. Office and Region KM Champions**

The Office or Region KM Champions are senior managers who are responsible for:

- Ensuring the development and implementation of their office or regional KM programs.
- Leading development of KM strategies.

- Selecting appropriate common techniques to implement those strategies.
- Heightening awareness and interest in KM.
- Communicating expectations for KM to the staff.
- Promoting interoffice knowledge sharing.
- Sharing KM best practices and communicating them to their offices and regions.
- Periodically providing HR with forecasts of KM gaps and proposed solutions.
- Serving as members of the agency KM steering committee.
- Linking KM to critical business processes and initiatives.
- Reporting KM successes and risks to senior management.
- Communicating lessons learned from KM activities in other offices to those involved in KM development activities in their offices.
- Developing measures and metrics to monitor the effectiveness of office and region KM activities.
- Providing feedback to the Agency KM Champion regarding results and lessons learned in their KM initiatives.

#### **4. Office and Region KM Staff Leads**

The Office and Region KM Staff Leads are senior staff members who are responsible for:

- Participating as members of the agency's KM community of practice.
- Supporting the Office or Region KM program and champion.
- Conducting focus groups to obtain staff input on KM needs, capabilities, and techniques.
- Promoting interoffice knowledge sharing.
- Sharing KM best practices and communicating them to their offices and regions.
- Participating in and leading KM pilot activities to support identified priorities of their office or region.
- Providing feedback to the Agency KM Coordinator regarding results and lessons learned in their KM initiatives.

#### **5. Managers and Supervisors**

Managers and Supervisors support their office's and region's KM programs by:

- Ensuring that the staff understands and meets the office's or region's expectations for KM.
- Identifying budgeting needs and applying resources to develop and implement KM activities.
- Ensuring that the staff is trained on the use of common KM practices and techniques.
- Identifying occupational priorities and critical bodies of knowledge needed to accomplish the work of their work unit.
- Periodically meeting with employees to identify knowledge gaps (personnel and procedures) and emphasize the use of IDPs for structuring their career development.
- Ensuring that staff receive appropriate rewards and recognition for knowledge sharing.
- Ensuring that new and current employees are aware of the SWP and the importance

of maintaining accurate and current information.

- Periodically comparing needed skills and SWP data to identify short- and long-term skill gaps and proposing and implementing solutions to close identified gaps.
- Ensuring that the retiring workers, who are retained on a limited basis, maintain a primary focus of transferring their knowledge to the agency staff.

## **6. Staff**

Staff members are responsible for:

- Understanding and supporting their office's or region's KM program.
- Directly supporting various KM initiatives, as assigned.
- Sharing knowledge and expertise.
- Ensuring that their SWP information is accurate and up-to-date.
- Using KM tools provided for knowledge sharing.
- Identifying knowledge gaps and proposing solutions to close the gaps.
- Acting as skills mentors.

## **7. Office of Information Services**

The Office of Information Services (OIS) is responsible for:

- Responding to formally identified needs and requirements for acquiring or developing appropriate IT tools to support KM techniques such as content management systems, search engines, indexing software, and on-line encyclopedias.
- Supporting Office and Regional requests for KM IT solutions.
- Hosting and supporting agency KM applications such as community web sites.
- Assessing and providing the necessary infrastructure for bandwidth and storage intensive KM applications.
- Exploring advanced information and document management solutions such as Google, Wikipedia, Autonomy, or other commercially-available applications for agencywide use.

## **8. Office of Human Resources**

The Office of Human Resources (HR) is responsible for:

- Identifying and disseminating an initial set of KM techniques.
- Coordinating pilots for additional KM techniques as identified.
- Maintaining the common set of KM techniques.
- Exploring options to update the SWP database to better support the agency's KM needs specifically to identify occupational priorities and critical bodies of knowledge.
- Developing and providing training and guidance on KM practices and techniques such as succession planning, using retirees effectively, on-line communities of practice, story telling, and skills mentoring.
- Managing the evolution of the agency's training programs.
- Conducting exit interviews of staff who leave the agency due to reasons other than retirement to determine why they left prematurely.
- Investigating the use of the SWP as source data for a knowledge resource locator or

expert yellow-pages software application.

## **9. All Offices and Regions**

All Offices and Regions are responsible for:

- Identifying, developing, and implementing succession plans for key staff positions.
- Encouraging and providing resources for existing communities-of-practice to develop tools for community knowledge such as written summaries of best practices and community Web sites using standard NRC software.
- Targeting development, recruiting, and contracting efforts to close or prevent skill gaps.
- Utilizing retention allowances and rehired annuitants, as needed, for the purpose of knowledge transfer.
- Using existing agency IT processes to formally identify to OIS the needs and requirements for piloting, acquiring, or developing IT solutions to support or facilitate KM activities.
- Updating and maintaining policies and procedures to ensure that the explicit knowledge they contain is kept current and correct.
- Identifying changes to existing training and qualification programs and new programs.
- Investigating the use of the SWP as source data for a knowledge resource locator or expert yellow-pages software application.