

## **The Knowledge Management Dashboard**

The Knowledge Management (KM) Program uses a key enterprise information sharing tool called the KM Dashboard. The KM Dashboard is a focal point and an evolving, living document reflecting an overview of KM activities across the agency. It is organized by KM activity and presents a menu of strategies for offices to select based on their business needs. Offices select KM strategies that best fit with the nature of the work and workforce demographics; it is not the intent that all offices implement all strategies.

The KM Dashboard reports office activities in a matrix format that allows for each cell to be updated periodically. Currently, reporting may take whatever form makes sense for the reporting office though plans for a template are in development. However, each report should touch on essential themes, such as the three below.

1. Best Practices: Repeatable practices, processes, and other valuable activities.
2. Lessons Learned: Positive or negative exemplars that demonstrate key insights.
3. Success Stories: Affirmative narratives to share and emulate across the agency.

Figure 1, "Agencywide KM Activities 2006-07," depicts a recent KM Dashboard iteration and it is included for illustrative purposes.

### **FOUR PROGRAM CATEGORIES**

The four categories reflected in the KM Dashboard each contain KM initiatives by each office. Not all categories of strategies are considered essential to all offices.

#### **Category 1: Human Resources Processes, Policies, and Practices**

The human resources processes, policies, and practices initiative represents the agency's infrastructure for knowledge retention. This initiative has five principal functions: evaluating the state of the agency's skill and knowledge base; planning career development and succession planning; building an employee retention culture; retaining long-tenure employees; and investing in recruiting processes.

Examples:

- Succession planning and targeted recruiting.
- Developed and piloted retention tool training for supervisors.
- Launched course, "Employee Retention Strategies for Managers."
- Hired full-time KM expert to provide coordination and advice.

## Category 2: Knowledge Sharing Practices

Knowledge-sharing practices describe the methods and techniques that the agency has or will institutionalize as part of its day-to-day operations. These practices can be generally classified as either those to transfer explicit knowledge and those that transfer implicit and tacit knowledge.

Examples:

- Knowledge capture interviewing.
- Codification and documentation of processes.
- Developing an Expertise Exchange Program.
- Peer-to-peer knowledge retention and transfer sessions.
- Building an organizational storytelling capability.
- Cultivating a knowledge-sharing culture.

## Category 3: Knowledge Recovery Practices

In spite of careful planning and best efforts, events will likely occur that cause the agency to lose some critical knowledge. There are three initiatives that are useful for recovering lost knowledge: 1) bringing back employees who have the required knowledge but have left the agency, 2) contracting to outsource the lost capabilities through commercial contracts or interagency agreements, and 3) recreating or relearning the knowledge that was lost.

Examples:

- Waivers of dual compensation.
- Contract support.

## Category 4: IT Applications to Acquire, Store, and Share Knowledge

Information Technology (IT) applications are not viewed by the agency as knowledge management practices, rather as a means to facilitate, accelerate, and enhance the agency's knowledge management practices. None of the IT applications are intended as replacements for the direct person-to-person connection that is necessary for transferring implicit knowledge, particularly for transferring tacit knowledge. However, new knowledge continues to be created at an accelerating pace and IT applications are effective means of capturing, sorting, storing, and disseminating this knowledge and information to maximize the effectiveness of the staff.

Examples:

- On-line communities of practice.
- Social media technologies such as Wikis.
- Expanding e-Learning.
- Document repositories.
- Search and retrieval tools.

Figure 1: Agencywide KM Activities 2006-07

HR Processes		ADM	HR	NMSS	NRR	NSIR	OCFO	OE	OGC	OI	OIP	OIS	OPA	RI	RII	RIII	RIV	RES	SBCR	SECY
Strategic Workforce Planning																				
Succession Planning																				
Individual Development Plans (IDPs)																				
Influencing the Retention Climate																				
Retention Allowances																				
Targeted Recruiting																				
Knowledge Sharing		ADM	HR	NMSS	NRR	NSIR	OCFO	OE	OGC	OI	OIP	OIS	OPA	RI	RII	RIII	RIV	RES	SBCR	SECY
Documentation																				
Knowledge Capture Interviewing																				
Formal Training and Qualification																				
Training Courses and Seminars																				
KM Overview Training / Briefing																				
Storytelling																				
Skills Mentoring																				
Coaching																				
Double-Encumbering																				
Rotations and Details																				
Teamwork																				
Lessons-Learned																				
Communities of Practice/Counterparts																				
Knowledge Recovery		ADM	HR	NMSS	NRR	NSIR	OCFO	OE	OGC	OI	OIP	OIS	OPA	RI	RII	RIII	RIV	RES	SBCR	SECY
Waivers of Dual Compensation																				
Contract Support																				
Regenerating Knowledge																				
IT/IM Solutions		ADM	HR	NMSS	NRR	NSIR	OCFO	OE	OGC	OI	OIP	OIS	OPA	RI	RII	RIII	RIV	RES	SBCR	SECY
On-Line Information Sharing																				
e-Learning																				
Electronic Repositories																				
Search Engine																				
Wikipedia																				
Knowledge Mapping																				
Knowledge Resource Locator																				
ADAMS upgrade																				
Collaborative Software																				
Legend																				
Action Started - No agency support needed																				
Evaluating - No agency support needed																				
Evaluating - Agency support requested																				
Incomplete																				