

MANAGING INSTITUTIONAL KNOWLEDGE

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WORKSHOP AGENDA

- What is institutional knowledge
- How to collect/capture institutional knowledge
- How to make institutional knowledge accessible and re-usable
- Apply a framework for managing institutional knowledge





WHAT IS INSTITUTIONAL KNOWLEDGE

Knowledge that an institution uses to carry out its mission

Examples:





WHAT IS INSTITUTIONAL KNOWLEDGE

Knowledge that an institution uses to carry out its mission

- Documented knowledge
- Skills
- Methods/Processes
- Relationships
- Experience
- Natural talent

INSTITUTIONAL KNOWLEDGE



TYPES OF INSTITUTIONAL KNOWLEDGE

EXPLICIT / TANGIBLE

- Codified and stored
- Written/documentated
- Promotes consistent practices and responses
- Can be distributed to others without interpersonal interaction
- Found in records, reports, guidelines, policies, blogs, collected publications

IMPLICIT / INTANGIBLE

- Highly personal
- Hands-on skills, experience
- Intuition, subjective insights
- Difficult to articulate/ communicate
- Shared through experience, apprenticeship, job training, interpersonal interaction



LIST 3 EXAMPLES OF YOUR INSTITUTION'S KNOWLEDGE AND RANK THEM IN ORDER

EXPLICIT KNOWLEDGE

1. _____
2. _____
3. _____

Examples:

1. Unpublished data on poverty in rural areas, obtained from an expert
2. Notes on climate change, left by a retired researcher

IMPLICIT KNOWLEDGE

1. _____
2. _____
3. _____

Examples:

1. Important contacts in the Dept of Agriculture who have information on specific projects
2. Who are the most demanding clients and how to handle them



FOR THE MOST IMPORTANT **EXPLICIT** KNOWLEDGE IN YOUR INSTITUTION:

- Does it have an owner? Who?
- Is it understandable to a new person?
- Is it up to date? Is there a schedule to review and update it?
- Is it accessible (e.g. found in the library or the institution's website)?
- Does everyone who needs this knowledge know where to find it?
- What happens if this explicit knowledge is missing or lost?



THE MOST IMPORTANT **IMPLICIT** KNOWLEDGE IN YOUR INSTITUTION:

- Who has this knowledge?
- Is there a backup person who has this knowledge?
- How is this knowledge acquired?
- How is this knowledge transferred to someone else?
- Can this knowledge be documented?
- What happens if this knowledge is lost?



THE KNOWLEDGE AUDIT

- What knowledge assets does the institution have?
- What knowledge is most important to the institution?
- Where is this knowledge? Is it documented?
- Who holds this knowledge?
- Who needs this knowledge?
- What happens if the knowledge is not known or not shared?
- What happens if the knowledge is lost?
- What are the current issues in making sure that staff has access to the institution's knowledge assets?



MANAGING **EXPLICIT** KNOWLEDGE ASSETS

- Organize, catalog and preserve
 - Assess value: is it worth preserving?
 - If printed, can/should it be digitized?
 - If digital, are there special factors to consider?
 - Catalog and organize (add metadata)
 - Preserve
- What are the challenges to the above?



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MANAGING **EXPLICIT** KNOWLEDGE ASSETS

CHALLENGES

SOLUTIONS



MANAGING **IMPLICIT** KNOWLEDGE ASSETS

- Assess value: is it worth capturing?
- Make knowledge explicit through documentation
 - Notes, guidelines, frequently asked questions
 - Internal collaboration sites, e.g. wiki
- Gather/transfer knowledge before staff leaves
 - Knowledge/exit interview
 - Develop knowledge base
 - Develop workflows to document information, e.g. project reports, lessons learned
 - Knowledge sharing sessions





MANAGING **IMPLICIT** KNOWLEDGE ASSETS

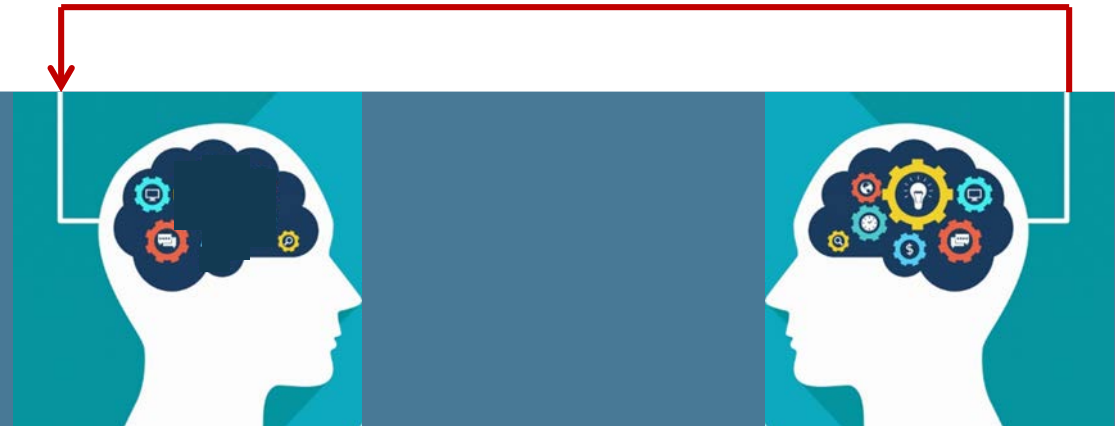
CHALLENGES

SOLUTIONS




TRANSFERRING **IMPLICIT** KNOWLEDGE THAT CANNOT BE DOCUMENTED

- Encourage communities of practice
- Develop diverse teams
- Support staff rotation
- Create mentoring programmes
- Have a succession plan



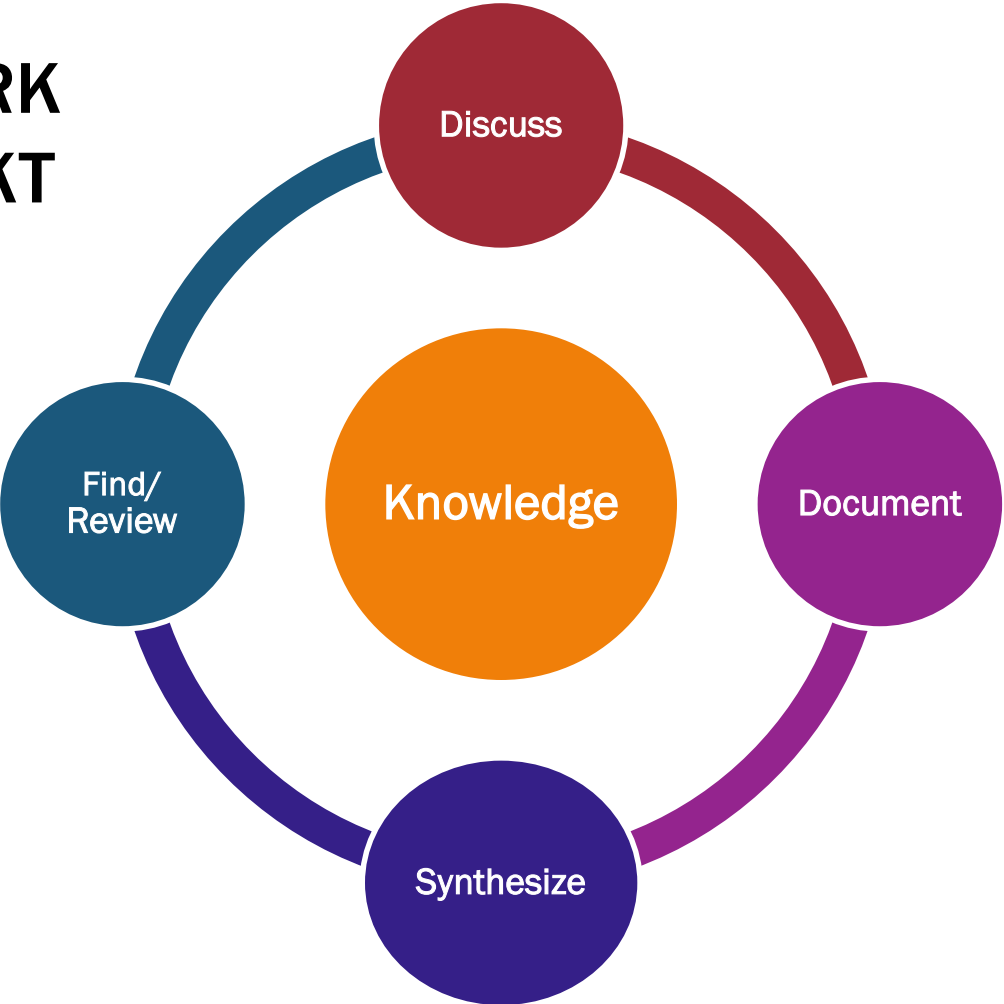
GOALS OF INSTITUTIONAL KM

- Connect people
 - Learn from experience
 - Improve access to documents
 - Retain knowledge
 - Create best practices
 - Innovate
- 

PUT INTO PRACTICE

- Develop a knowledge sharing culture (must get support from senior managers)
- Have a strategy
 - Get stakeholder buy-in
 - Start small
 - Demonstrate success
 - Keep promoting
- Use a framework

FRAMEWORK FOR KM & KT



PRACTICAL FRAMEWORK

	Discuss	Document	Synthesize	Find/Review
People (who)				
Process (how)				
Technology (facilitate)				
Governance (oversight)				

- **Discuss:** sharing of knowledge through dialogue
- **Document:** documenting the knowledge, i.e. making it explicit
- **Synthesize:** extracting meaningful or applicable knowledge
- **Find/review:** make sure the knowledge can be found and is useful



FRAMEWORK FOR IMPLEMENTATION

Goal: Facilitate sharing and capture of knowledge related to cybersecurity issues

	Discuss	Document	Synthesize	Find/Review
People	Researchers covering cybersecurity	Librarians and library technicians	Expert researchers	Managers and subject experts
Process	Discussions, knowledge cafe	Notes, recordings, slides	Best practices, guidelines, FAQs	Guidelines, best practices
Technology	Discussion forum, video conferencing	Database, blog, repository	Research portal, wiki	RSS, search engine
Governance	Guidelines for group discussions	Templates, content quality, standards	Taxonomy, meta-data, categorize	Scope and coverage

SUMMARY: MAKING KNOWLEDGE ACCESSIBLE & RE-USABLE

- Focus on what's important
- Turn intangible knowledge into tangible assets, e.g. FAQ, guidelines, best practices
- Catalog and make information searchable
- Connect people with each other
- Leverage technology

