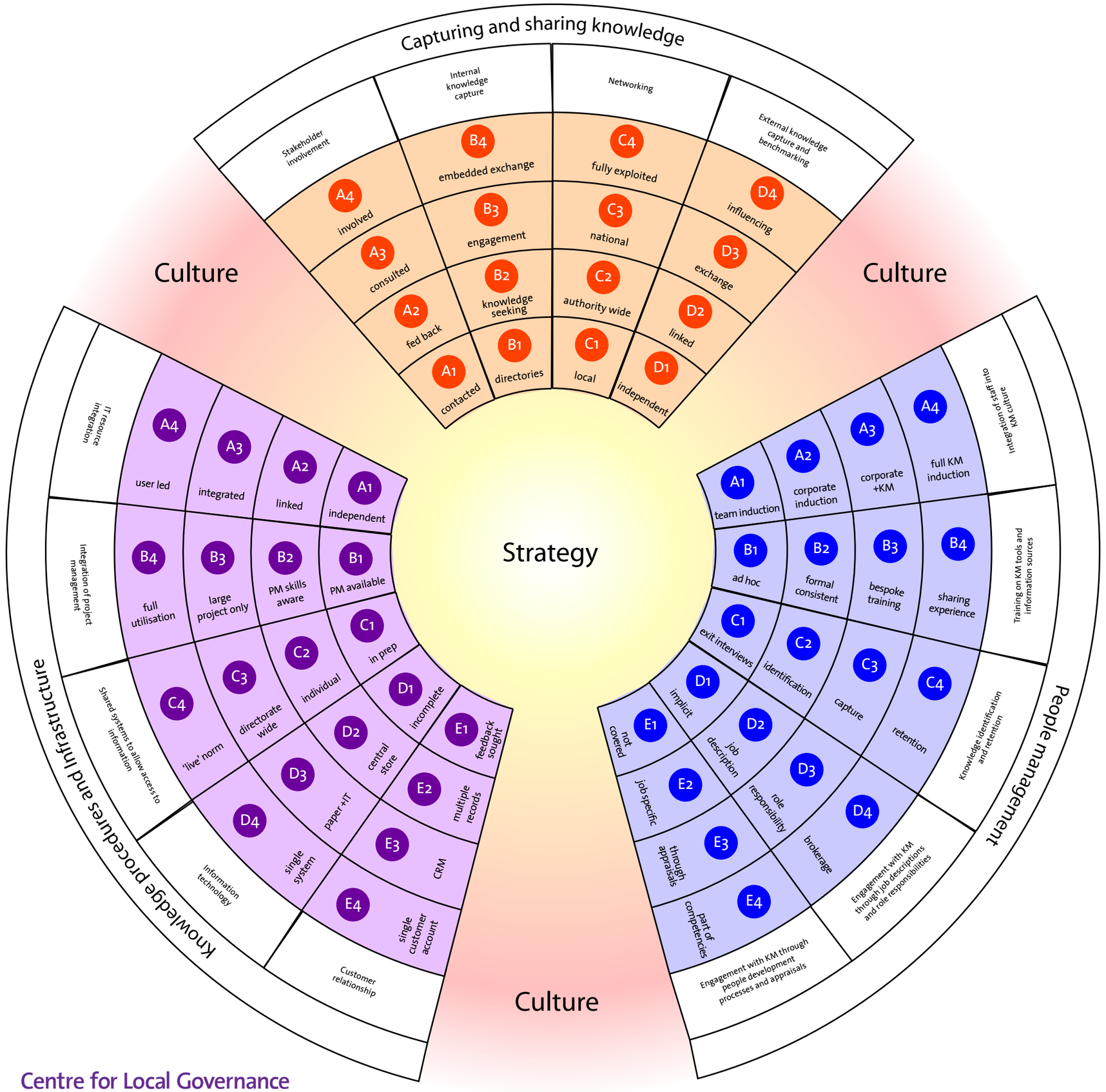

nwin north west improvement network
I&DeA improvement and development agency
Centre for Local Governance
At The University of Manchester

Key

People management

	Integration of staff into KM culture		Training on KM tools and information sources		Knowledge identification and retention		Engagement with KM through job descriptions and role responsibilities		Engagement with KM through people development processes and appraisals	
Level 4	Comprehensive corporate induction programme is provided. Chief Exec and Leader of the Council introduce the induction programme showing commitment from the top. The culture of capturing and sharing organisational knowledge and the resources to do that are key part of the induction.	**Full KM induction** A4	Staff share experiences of tools and their experiences drive overall training provision. Individual training needs on basic and sophisticated tools is identified at regular performance review meetings and is linked to competencies and individual work objectives.	**Sharing experience** B4	Capturing and retaining employee knowledge centrally is planned and carried out proactively as part of a Council-wide succession planning process.	**Retention** C4	There are knowledge brokers with specific remit to review and enable knowledge flow at the operational and strategic level. Job descriptions of all staff refer to the need to capture and share the latest developments in their professional or Service area.	**Brokerage** D4	180 and/or 360 degree feedback tools are used to provide feedback for individuals against competencies including KM behaviours. Forms part of staff appraisal & informs personal development plans (PDPs) Leaders at all levels reinforce KM behaviour and act as role models.	**Part of Competencies** E4
Level 3	All employees have a comprehensive corporate & service induction. Throughout the process the expectation that employees will contact colleagues, line managers and other Services staff and access appropriate information in order to do their job is made clear.	**Corporate +KM** A3	KM tool training is bespoke and linked to individual Service needs. In house training supports staff learning from others. Guidance documentation and self-help learning tools are readily available.	**Bespoke training** B3	Human resource procedures promote identification of new skills coming into the organisation and knowledge capture when people leave. This knowledge is centrally stored and readily available.	**Capture** C3	A number of officers have responsibility for KM in their job description. Role that individuals need to take in capturing and sharing knowledge is pointed out clearly in all job descriptions (e.g. contribution to intranets etc).	**Role responsibility** D3	Appraisals specifically include questions around an individual's engagement with knowledge and the use of knowledge to improve service delivery. KM behaviours are included in competency frameworks.	**Through appraisals** E3
Level 2	Effective corporate and Service induction is provided for all staff. The culture of working together within Services to improve service delivery to the customer is made clear at induction. Employees are shown sources of relevant information.	**Corporate induction** A2	Ongoing peer to peer support for basic KM tools happens as part of the culture. Training for more sophisticated KM tools is delivered formally & consistently.	**Formal consistent** B2	Skills or new employees are identified during the recruitment, selection and induction processes. 'Exit' interviews to capture key job knowledge are standard practise. Output is available at Service level.	**Identification** C2	Reference to behaviours relevant to KM is made in job requirements or through skills/competency frameworks, e.g. the need for effective communication.	**Job description** D2	Depends on the job role: Certain individuals' appraisals include a focus on knowledge sharing and knowledge management.	**Job specific** E2
Level 1	All employees have a corporate induction and a Service induction delivered by their team/manager.	**Team induction** A1	Training in use of basic KM tools (eg intranet) is peer to peer and ad hoc, usually on induction	**Ad hoc** B1	Exit interviews are conducted on an ad hoc basis by line managers-primarily only capturing reason for leaving. New skills (beyond meeting job description)coming in to the Service are not identified.	**Exit interviews** C1	Knowledge management expectations are implicit, rarely explicit, in job descriptions.	**Implicit** D1	Appraisal system concentrates on performance management rather than knowledge sharing and knowledge management.	**Not covered** E1

Capturing and Sharing knowledge

	Stakeholder involvement		Internal knowledge capture		Networking		External knowledge capture and benchmarking	
Level 4	Stakeholders are involved and consulted on an ongoing basis to enhance engagement and policy focus. Stakeholders' views inform agreed standards (targets) of service.	**Involved** A4	There are senior managers with specific roles in capturing and sharing knowledge and a recognised Km champion. Extensive use of shared systems (organisation-wide) to routinely seek out pre-existing knowledge and lessons learned to inform the next project or business activity. People to people exchange of knowledge is embedded in culture through mentoring, exchange, workshops and peer reviews. Information on 'who knows what', 'who knows who knows what' and the employees with whom people collaborate regularly to resolve specific issues is regularly monitored and contributes to the KM strategy.	**Embedded exchange** B4	Team meetings both vertically within the organisation and horizontally across key theme areas are a regular feature of the approach to networking. Internal and external networks are formally monitored through the shared information systems. Professional groups, joint working initiatives, networks and CoPs have a clear purpose, with clear deliverables where appropriate. Learning from them is captured and used to develop capability in the organisation.	**Fully exploited** C4	Extensive use made of varied external resources, eg other LAs, Universities, HFE's, preferred suppliers, audit commission, independent web research, EU best practice, IDeA. This is proactive to identify emerging external issues and best practice as well as reactive i.e. part of data capture at the start of a project. Teams and groups have a range of external sources with whom they interact with regularly. Influence works both ways and the LA has a voice in directly external research etc. Benchmarking is used extensively particularly with statistical neighbours to look at performance indicators and softer measures such as customer experience.	**Influencing** D4
Level 3	Stakeholders are regularly consulted through annual surveys and other consultation exercises – this happens across all services. Results inform service delivery and improvement.	**Consulted** A3	Groups and teams engage with the know-how held within other parts of the organisation through the use of tools, such as expert directories, project histories and joint workshops, available at Service level. Peer reviews and 'lessons learned' events are routinely held and attendance is high. .	**Engagement** B3	Team meetings and Council-wide briefings are held regularly There is a comprehensive structure of external professional groups which allow sharing of knowledge and resources. Networking and collaboration well established at local, sub-regional, regional and national basis. Communities of Practice occur around particular issues but are not used extensively.	**National** C3	External assessment and advice from a wide range of sources is regularly sought. These tends to be on a reactive basis when needs arise. Groups and teams will be aware of the most appropriate external sources of information although they will not be in regular dialogue. Benchmarking typically undertaken around KPI's for service delivery as measured by specific service areas or CPA process	**Exchange** D3
Level 2	Stakeholders consultation is strong in most departments and feedback is used to improve departmental performance.	**Fed back** A2	A knowledge base of projects is maintained at service level. Lessons learned are not routinely recorded. The 'right' individuals for new projects can be found via 'yellow pages' type of information on the intranet. Workshops are run periodically on key subject areas.	**Knowledge seeking** B2	Employees typically network and exchange information through Authority-wide business planning groups. Professional networks established. Best practice is most often shared this way but not formalised and stored to maximise leverage.	**Authority wide** C2	External knowledge is sought more proactively. Officers attend Beacon days, conferences etc. There is no monitoring of external contacts and it tends to be ad hoc. Authority uses regional and national benchmarking clubs but not across every service area	**National** D2
Level 1 (availabl e)	A few departments have established methods for contacting some stakeholders but there is little commonality or sharing of information	**Contacted** A1	Patchy use of the intranet for 'yellow pages' type of activity, containing the type of service/knowledge provided by a department. 'Who knows what' at an individual level is known by relatively few staff within the council. Finding the 'right' person for a new project is hit-and-miss.	**Directories** B1	Groups and teams are generally only aware of the know-how held in other parts of the LA by networking/word of mouth. Managers and specialist staff are encouraged to learn from other organisations	**Local** C1	There is good communication between Partners to share local information. Officers regularly contact network of similar or specialists officers in other LAs to 'see what they do'. But contact with other external sources is ad hoc.	**local** D1

Knowledge Procedures and Infrastructure

	IT resource integration		Integration of project management		Shared Systems to allow access to information		Information technology		Customer relationship	
Level 4	KM is objectives led. User and customer driven approach to identify KM needs and work with ITC to find the most appropriate solution. There is full integration of all IT solutions. All employees have access to a computer (personal or through internet café) and full training on KM tools.	**User led** A4	Project management procedures and training are embedded within the Council's framework to enable everyone as learners to share good practice across the Council. Project proposal, interim and end of project reports are fully available using shared systems. Peer assist and lessons learned are available to all through workshops and intranet	**Full utilisation** B4	Each Directorate and department maintains 'live' shared documents detailing their on-going business activities, projects and reviews including specific targets and achievements. This also includes knowledge repository of lessons learned, research and foresight. This is available to all as default.	**'live' norm** C4	A single system is available to all e.g. intranet, Sharepoint. Based around work related themes. Service level business processes are mapped and held in the public domain.	**Single system** D4	CRM is fully embedded into the contact centre with an outward customer focus. It provides an on-going record for each citizen allowing proactive identification of benefits and services. GPS software is integrated to achieve a locality perspective. It is often in-house designed. For the customer there is no boundary between departments and a 'one-stop' shop exists from their perspective either in person, by phone or through the website. Full customer feedback/consultation is obtained, reviewed and acted upon in the development of services	**Single customer account** E4
Level 3	Specific cross Directorate integration teams exist to marry up systems and identify user needs. Most employees have access to a computer and training in use of intranet as well as specific task related software	**Integrated** A3	Project management skills are used extensively for larger projects and there is whole Council sharing of these outputs. Training is available to all but not fully used. Project outputs are shared through workshops and project proposals are shared cross Directorate for constructive feedback. Peer assist is common at project development stage within Directorates.	**Large project only** B3	All business activity documentation and policy documents are available on the intranet including those relating to research. This is searchable and up to date providing current status. Currently Directorate wide there are teams working on integration across Directorates and partners.	**Directorate wide** C3	Paper records are well managed and archived. IT systems such as Sharepoint are starting to be used to share 'unstructured' electronic data Directorate wide.	**Paper +IT** D3	There are extensive customer relation management systems in place for some Directorates. There are plans for fully integration through a single customer account system. Feedback and consultation with customers forms part of development process. The web site is proactively developed as part of the customer interface and specific services can be access through it.	**CRM** E3
Level 2	At times ICT is the driver and information is forced to fit in with existing formats. There is established Directorate wide integration of systems. Computer provision is established but can be patchy in terms of accessibility	**Linked** A2	Project management skills are established within all areas but not fully utilised. There is sharing of project outputs within departments but no formalised method of retrieving lessons learned.	**PM Skills aware** B2	Individual Departments and teams use shared systems to store project documentation, activity reports, research and lessons earned. Projects are in place to identify appropriate formats and file plan.	**Individual** C2	There is a tendency to operate in silos so duplication of information is likely. Some is stored centrally and easily accessible but this is patchy. Plans are in place to manage storage and access for paper records.	**Central store** D2	CRM system is established but has multiply entry points and is reactive to customer needs. Customer feedback is collected and reviewed but does not fully integrate with service development. The web site is actively maintained and considered as part of customer relationship management	**Multiple records** E2
Level 1	Information systems are considered a driver for KM. Individual departments within Directorates have their own systems and development is not based on Directorate need but section or group need.	**Indepen-dent** A1	Project management processes (e.g. PRINCE2) are used in some areas but there is currently no procedure for cross project sharing.	**PM available** B1	In the process of developing a searchable repository of information. Performance management data is available.	**In prep** C1	Good use is made of the intranet for 'yellow pages' type activity but information is generally not complete, up to date or easy to find. Work is planned on development.	**Incomplete** D1	CRM system is available but not fully implemented. There are plans to develop a 'one stop' shop for customers. Customer feedback is sought for specific functions. A website is available providing static information to the customer	**Feedback sought** E1