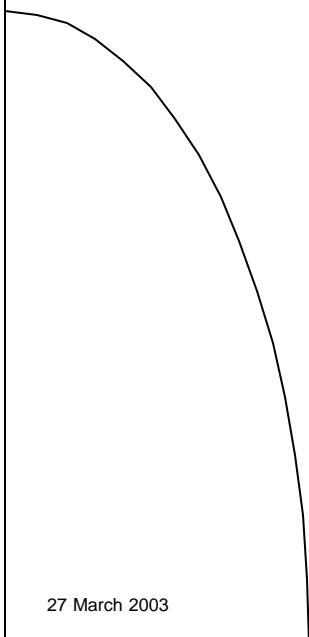


# Knowledge Management

Bill McLennan



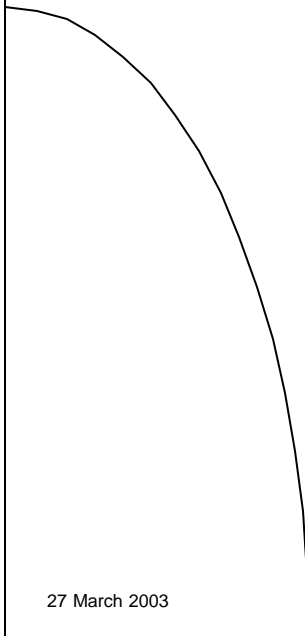
## What is knowledge management?

- Knowledge management is about enhancing the use of organisational knowledge within your agency ..... by sound practices of information management and organisational learning.

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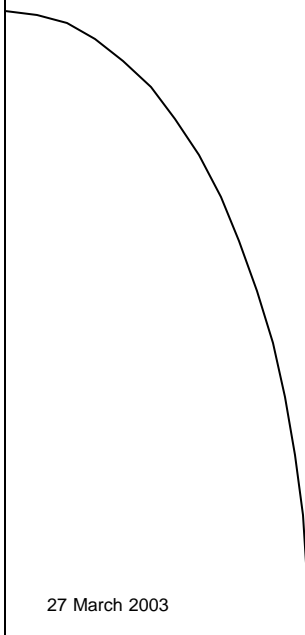


- The aim is to lever knowledge for your agency's benefit .....with your agency becoming more effective and efficient through the capacities of your people to be more flexible and innovative

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- DATA
- + content gives INFORMATION
- + exposure gives KNOWLEDGE
- + value gives WISDOM

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## Characteristics of knowledge

- knowledge cannot exist outside people
- knowledge should be justified, believed, useful, and if possible true
- cannot manage knowledge per se

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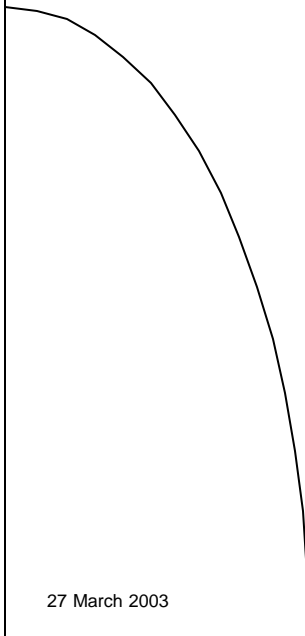
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- knowledge becomes useful knowledge when it is transferred into the mind of an appropriate recipient who may make a decision or take an action
- we need to understand and control this process

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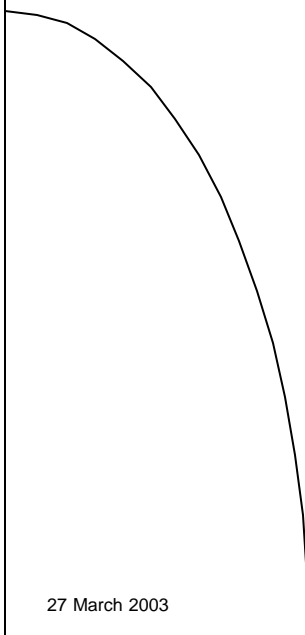
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# What are your statistical agency's most valuable assets?

- Your people, their knowledge and their expertise

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- What is the knowledge which might confer a competitive edge for your agency?
- What is it that you do which could be used again?
- What knowledge should be kept for future understanding?

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## Examples of knowledge management from my experience

- practices in the methodology area
- policy & legislation manual
- chronological list of correspondence
- Branch Head Reports

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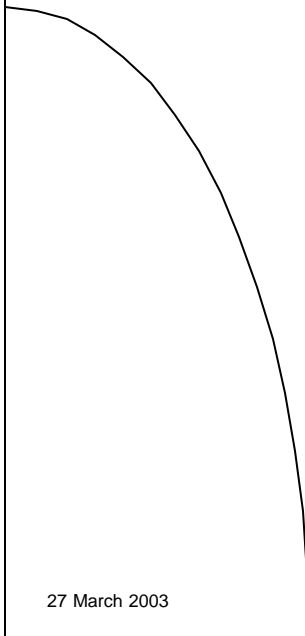
## Statistical offices lend themselves to KM

- comfortable with documents/write things down
- share information

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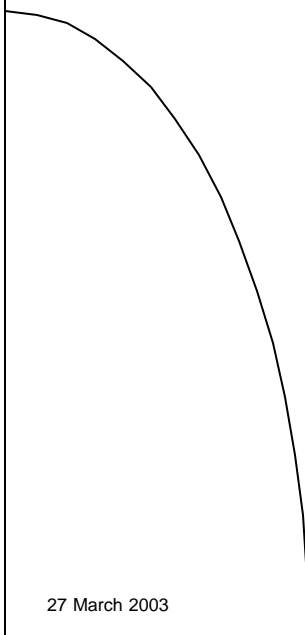


- methodical (usually!)
- share information
- length of service - helps retain the tacit knowledge
- rewards don't encourage perverse behavior - corporate approach

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## Is information technology needed at all?

- No it isn't, but the use of appropriate technology may be of great help!

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## ABS experience with Lotus Notes

- Data base approach reinforced culture of information
- Easier access to corporate documents and manuals

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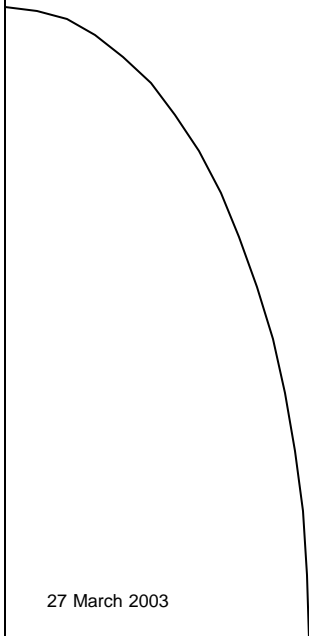
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- Access to all products
- Improved search facilities
- Lotus Notes enhanced the usefulness of documents/knowledge

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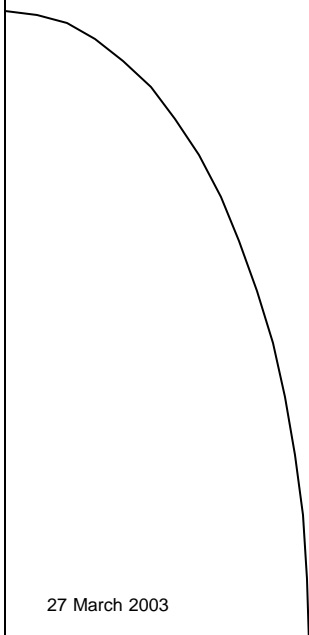
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## Why the confusion between knowledge management and information management?

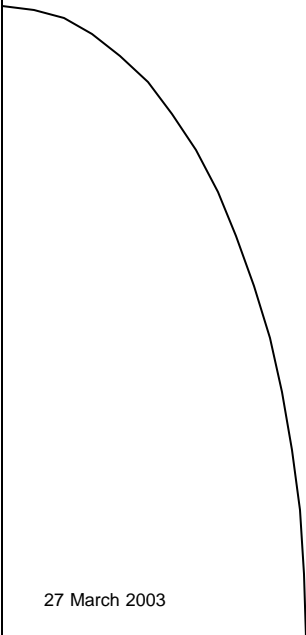
- KM and IM employ many of the same technologies
- Vendor-sponsored confusion

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- Confusing databases with knowledge bases
- Remember though that good IM is a great aid to effective KM

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## Future challenges for the ABS

- improved process documentation
- recognition/exploitation of experts
- turning information into knowledge

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